

# **EFFECT OF STRATEGIC LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA: A FOCUS OF LAKE REGION ECONOMIC BLOC COUNTIES**

**Benjamin Munga.**

Department of Human Resource and Strategic Management, School of Business and Economics, Kisii University, Kenya

**Dr. Charles Momanyi, PhD.**

Department of Human Resource and Strategic Management, School of Business and Economics, Kisii University, Kenya

**Dr. Stella Omari, PhD.**

Department of Human Resource and Strategic Management, School of Business and Economics, Kisii University, Kenya

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## **ABSTRACT**

The performance of county governments in Kenya has been declining resulting to poor service delivery to the public concern. The general objective is to examine the effect of leadership style strategies on organizational performance of the county government a case of Lake Region Block Counties. The specific objectives of the study are: to examine the influence of democratic leadership style on organizational performance of county government, to determine the influence of transformational leadership strategy on organizational performance of county government. The main theory of this study was; Mouton Blake Grid Theory, Transformation leadership theory, Transactional theory of leadership and Institutional Theory. Descriptive research design was used. The study targeted 592 respondents who comprised of deputy directors, directors and chief officers. The sample size was 309 respondents. The study used stratified and simple random sampling technique to identify respondents. The study used experts

and supervisors to test validity of research instrument. Questionnaires were used to collect primary data. A Pilot study was conducted in Nakuru County. Cronbach alpha coefficient was used to establish reliability of research instrument. Descriptive statistic was used to analyze data was presented in form of mean, percentages, tables, graphs and standard deviation. Pearson moment of correlation was used to establish the effect of the relationship between variables. Inferential statistical methods such as multiple linear regressions were used to test the effect of the variables. The results were presented in form of tables and graphs. The findings indicated that democratic leadership strategies applied in the county government. The study found that leaders formulate policy for effective management. Employees participate in formulation of strategic plans. Transformation leadership strategy is applied in the county government. The study recommended that leaders should formulate policy for managing their leadership responsibility. Another study can be done on strategic leadership and organizational performance with other organizations.

## **INTRODUCTION**

### **Background to the study**

Leadership style is a way of providing most important strategies that help the employees to perform organizational goals. Strategic leadership styles promote and motivate employees to perform. The reasons for leadership in most organizations indicate that strategic managers need to have ability (Wirl, 2018). Market competition between leadership practices and organizational performance is declining with existing returns in the current business. Thus, strategic leadership styles act as the relationship between systems and competition to achieve goals. In the United

States of America, management understands their employees by applying strategic leadership styles using democratic, autocratic, transformational, transactional and bureaucratic towards development (Laurie 2015). The running of organization's operations is effective to achieve performance target (Hoskisson, 2013).

The county governments have experienced drastic changes in their leadership styles on achieving good organizational performance. The fall in performance has affected leaders who are the key players in different ways. The external and internal challenges have contributed much to strategic leadership styles involving innovation of new production methods nevertheless coffee farmers is worsened in most organizations. Although generalizations often tend to pay no attention to strategic leadership styles there are always changes of a specific strategy for better organizational performance, those who spend a lot of time to labor on greatly suffering from poor organizational performance (Omare, 2014).

Organizational performance is the most important source to any survival of the organization. Poor organizational performance in most organizations is influenced by strategic leadership styles. The activities conducted become more difficult with many challenges which later threaten performance due to high competition, changing ideas, customer satisfaction through taste and preference, efficiency in using resources (Kerubo, 2018).

### **Statement of the problem**

Strategic leadership styles are important on the performance of any organization in Kenya. If strategic leadership styles applied in county governments are good then the organizational performance will be good and definitely improve. However, the current situation indicates that Lake Region economic bloc counties are not performing well (Kerubo, 2018).

A study conducted by Karuma (2015) found out that county governments have been experiencing poor performance resulting from among many factors; corruption and ineffective strategic leadership styles of management. However the same study failed to establish how strategic leadership styles can be used in order to improve performance. Nyagaka (2013) established that lack of proper leadership style using bureaucratic strategies on the one hand in an organization results to poor performance, but his study did not focus or explain other leadership styles such as transformational style strategy which can result to good outcome. Okuoga (2016) established that poor democratic leadership results to poor project performance of Aphia plus project in Nairobi but did not focus on completed projects and customer satisfaction

Researches done have focused on different leadership styles based on their roles such as Lear (2012) found that proper leadership style lead to organizational success. This study will embark

on the filling the gaps on the effective; transformational leadership, transactional leadership style, bureaucratic leadership style and democratic leadership style. This study examined the effect of strategic leadership styles on organizational performance of county government.

### **General Objective of the study**

The general objective was to examine the effect of strategic leadership styles on organizational performance of county governments in Kenya a focus of Lake Region economic Block counties.

### **Specific Objectives of study**

The specific objectives of the study are:

- i. To establish the effect of strategic leadership styles on organizational performance of county governments in Kenya
- ii. To examine the influence of democratic leadership style strategy on organizational performance of County Government in Kenya
- iii. To determine the influence of transformational leadership style strategy on organizational performance of County Government in Kenya

## **LITERATURE REVIEW**

### **Theoretical Literature review**

#### **Mouton Blake Grid Theory of Leadership**

This is a theory of managerial grid, leadership grid developed in early 1960s by strategic management theorists Jane Mouton and Robert Blake.

The Mouton Blake Grid Theory is based on the assumptions that people inherit certain qualities or traits which make them better suited to leadership. That specifically implies that great leaders are born, they are not made. The Mouton Blake Grid Theory was used because leadership was thought of primarily as a male quality, especially military leadership (Ololube, 2013).

This theory sees great leaders as those who are intended by birth to turn into a leader. Furthermore, the belief was that when confronted with the appropriate situation great leaders will rise. The theory was popularized by Thomas Carlyle (1980), a writer just as Thomas Carlyle, the Mouton Blake Grid Theory was inspired by the study of influential heroes. This people come into the world possessing certain characteristics and traits that others do not have. Natural abilities and talents of prominent leaders throughout the history enable them to lead. This theory is usually contrasted with a theory that talks about events occurring in the fullness of time or when overwhelming waves of small events cause certain developments to occur. Herbert

Spencer 1985 believed that leaders were products of their environment. He argued that before a great man can remake his society, the society has to make him.

As Mouton Blake Grid Theory, Trait leadership is defined as integrated patterns of personal characteristics that reveal a variety of individual differences and advance reliable leader effectiveness across a variety of group and organizational situations (Zaccaro, *et al.*, 2004). The leadership theory believes that people are either born with specific qualities that will lead them to be successful. Certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader. This approach perceives leadership as the core of organization effectiveness and performance. This theory is relevant to the study because it elaborates on how leaders by indulging in practices discussed in the study will be fit to be called great leaders which will lead to organization performance. Some leaders are politically voted to leadership positions like directors, which clearly shows that great leaders are God-gifted not manmade.

The theory is relevant to the study for it assumes that people inherit certain qualities or traits which make them better suited to leadership, which specifically implies that leaders are born, but they are not made. Organizational success hence is attributed to the qualities of leaders.

### **Institutional Theory**

This theory was proposed by Donaldson in 1982. The theory states that the value of conformity with the institutional leadership is the adherence to external rules and societal norms. Organization has enough information about their policies and activities to determine performance. Organizations management is adhering to the social contract for its leadership styles that improve organization performance (Elijido, 2010).

The assumption of the theory is that contracts with institutions comply with institutional norms and requirements as a requisite for approval to operate in the public sphere. It assumes that the good leadership styles reflect corporate awareness and shows the extent to which the company has embraced with the prevailing societal values. It is also a means of integrating leadership styles with their stakeholders and strengthening the social bonds between the organization and their stakeholders (Deegan, 2012).

The limitation of the Institutional theory can be seen as it supports only good leadership styles mainly general and strategic, forward looking and social and board management. Regulatory bodies, non-governmental organizations, interest groups, and the public are all institutions that voice expectations but not market returns. There are different opinions on selecting theoretical indicators for organizational performances but, the most common used are services delivery, and potential revenue. Thus, it would be difficult to use other indicators to measure organizational performance to give more favorable findings to the study.

Application of this theory is that good leadership styles in strategic management have an incentive way to enable improve performance on the superlative available conditions. Schuster (2005) noted that managers who intend to make good leadership styles have motivations to information asymmetry problem and thus decrease the external cost. The theory depict the reasons that good leadership styles are practiced by the company's managers will enable improve performance, thus more applicable to explain aspects of this study.

### **Transformation leadership theory**

This theory was first introduced by a sociologist called James V. Downton in 1973 which later states that transforming leaders seek to bring new change from the existing thought, technique and goal towards achieving the best results. The theory of transforming leaders is the best with different Microfinance transformation leadership style that will guide employees by executing change tandem. It is committed to group members in integral way of leadership styles.

The established assumption is that transforming leadership demonstrates four elements in which intellectual stimulation, individual consideration, and inspirational motivation using leadership skills and idealized influence to maintain positive organizational performance. It determined by the leadership research to emphasize multifactor results which based on senior level managers. The potential of transformation leadership strategy can be negatively influenced by leaders regardless of valuable approaches in managing leadership (Thompson and Vecchio, 2019).

It is applicable in this study as it will enable explanation of transformation leadership styles and describe how it will enhance organizational performance. It has the foundation in vision and mission statement is promoted consistently with set values. Vision of the organization let the individual to understand and guide followers enthusiastically to improve Microfinance commitment. It encourages followers to create new ideas innovate them without criticizing leaders focus.

The shortcoming of this theory is that intellectual stimulation by leaders can encourage subordinates to criticize one another. Leaders may focus on their needs without blaming the whole problem affecting the organization. It is not hesitated by discarding leadership styles when it becomes ineffective to improve performance. It is relevance to explain leadership styles on organizational performance.

### **Transactional theory of leadership**

It is a leadership theory of which leaders adopt leadership style matching specific situation. It is a theory developed by Paul Hersey and Ken Banchard in 1969 at the same time as organizational behavior management. It was seen as a life cycle theory of leadership management strategies.

This theory states that a leader adopts different leadership style according to their organizational situations and Microfinance members 'development levels. The theory is effective to leadership style strategy as it assumes that needs sets balance of benefit achieved in the organization.

It assumes that possibility of leadership management comprises of task behaviors and situation relations behavior. The different task initiates structures and directions for consideration of social motional relationships. The principle of this theory is that there is no single best leadership style with relevant task for successful performance. Leadership style change by leadership influence depending job, function and need tasks to be achieved.

Situation theory of leadership can be criticized by underlying concepts that organizational performance depends on practicing leaders, client feedback, and workforce development. Despite this criticism of prescription offered by this theory, it determines performance by satisfied clients using only the best performance indicators from every employee. It fails to support the recommendation that leadership prefer a specific situational of leadership model. Competence in leadership can vary between leader's skills and knowledge to adopt the situation commitment of a given task.

It is relevance to this study as it will inform how transaction leadership styles improve organization performance by rewards and punishment.

### **Bureaucratic theory of Max Weber**

It started by Max Weber in 1947 who described it as a management system where workers follow specific lines of rules created by relevant authority. It focuses on different management needs the organization intends. According to the bureaucratic theory of Max Weber, bureaucracy is the basis for the systematic formation of any organization and is designed to ensure efficiency and economic effectiveness. It is an ideal model for management and its administration to bring an organization's power structure into focus (Redmond, 2018).

Bureaucratic leadership is a way of fixing official tasks using hierarchical authority by applying rules of management systems in making decisions. The benefit of this leadership is not well enjoyed by members of the organizations since subordinate's benefits from leadership consistency results. This creates high job security because every worker expects to perform better in achieving organizational goals. It has four characteristic starting from hierarchy of specializations, formal rules with division of labour, and standard performance operating procedure. It helps the organization to run smoothly in implementation of rules and regulation made by its elected members to the management.

The German sociologist Max Weber argued that bureaucracy constitutes the most efficient and rational way in which human activity can be organized and that systematic processes and organized hierarchies are necessary to maintain order, maximize efficiency, and eliminate favoritism. Despite this, inflexibility is common in making decision with low morale resulting too difficult in responding to workforce business environment (Lavie, 2014). It is relevancy to this study it will explain what bureaucracy constitutes in most efficient performing organization through line of commands.

## **Empirical Literature Review**

This section discusses the literature related to the effect of leadership styles on organizational performance. It particularly focuses on strategies of democratic leadership, transformational leadership, transactional leadership and bureaucratic leadership.

### **Democratic leadership strategy on Organization Performance**

Redmond, (2018), conducted a study on the relationship between democratic leadership strategies on performance in India. The study used a descriptive research design. The data collected was drawn by inferential statistic such as correlations and regression analysis. The findings showed that democratic leadership entails sharing decision making within group views. It promotes interest of group members by social equality. Leaders have clear and realistic vision that empowers strategic managers. Democratic leadership develops and communicates vision of the organization to convince customers buy in the future. The study will focus on democratic leadership strategy.

Huddleston (2017), did a study on the effect of democratic leadership strategy on growth of organizational image in higher civil service of United States a focus on the performance of Faliano Californian firms. The study used a case study design. Panel analysis was used to analyze quantitative data. Both primary data and secondary data were collected for a period of 7 months from 4 firms sampled through census sampling. From panel data analysis, it was reported that democratic leadership strategy is based on dynamic incentives in Croata. Leaders need instrumental value of the people's attitudes and skills. This type of leadership encompasses everyone by virtue that plays human status as part of the decision making. Thus, it requires control and guidance by a leader who shall call upon the groups and gives right to everyone to participate on making strategic decisions. Employees are free to recommend and make suggestions about decision making. Further, leader involves employees problem solving and creates appropriate creativity and innovation environment.

Omolayo (2017), conducted a study of democratic leadership strategy on job related tensions among employees working in 34 banks in Lagos, Nigeria. The study used a cross-sectional design with 34 banks as a census sample size. The analysis of data was done using descriptive



and factors analysis which showed that most banks are challenged from information asymmetries where the price which cannot be explained by leadership management. Further, it was established that democratic leadership strategy is the mainly effective on achieving better service delivery, higher productivity, and increase sales volume by creating employee morale and group members. It results to creative problem solving through better ideas since group's members shared thoughts.

Okoji (2014), examined the influence of democratic leadership strategy on organizational development an empirical focus on community development programs implementations in Akwalbon Niger. The study sampled 35 firms using census. The study used a descriptive research design. The findings showed that organizational development programs implementations are influenced by democratic leadership styles created by strategic leaders. The interaction between stakeholders like customers and government agencies encourage development programs. Democratic leaders ensure that there is governance mirror as they portray, convince staff to commit for the organization. It creates vision that seeks to drive employee contemporary prospects as a way of strategy formulation.

Akinyemi(2018) did a study on the effect of democratic leadership style on the entrepreneurial performance of firms in Tanzania. The study sampled 35 firms using census. The study used longitudinal design which was aided by factor analysis. The findings showed that democratic leaders affect Morogorofirms 'entrepreneurial performance. However, democratic leadership vision propounds strategic management Microfinance through core values, intensions and organization survives. Strategic vision is communicated by democratic leadership throughout organizational impacts. Monitoring strategic planning is understood better by this type of leadership practices.

Mutune(2016) carried a study on the impact of democratic leadership on strategy implementation process in Nairobi County. The study used structured questioners as main tool for data collection. Data was analyzed using exploratory factor analysis and descriptive analysis was done by SPSS to obtain percentages and frequency distribution tables. Findings indicated that democratic leadership includes empowering group members in decision making. It enables distribution of responsibility which enhances performance by creating job values and encourages creativity and innovations to organization challenges. It establishes individuality and inspiring all stakeholders which later provides the foundation of implementation process in improving performance.

Okuoga (2016) analyzed the effectiveness of democratic leadership practices on project performance of Aphia plus project in Nairobi. The study aims to analyze the effectiveness of collaborative, consultative, and participative management styles in achieving performance. The study adopted a case study research design. Primary data was used. From factor analysis, it was

established that employee's mobilization is influenced by effective democratic leaders who cannot provide guarantee personal views. In this leadership every employee's ideas are encouraged but communication starts from top down management and bottom up management in a cohesive strategic management decisions making. Participative leadership staffs feel more valued which later increased productivity by motivations in resenting strategic decisions. Consultative leadership is flexible with diverse strategic perspective on organization performance.

Omeike (2015) examined the effect of democratic leadership strategy on strategy performance in Western Kenya universities. The study adopted a case study design on 357 respondents comprised of management of universities. Chi-square and correlation analysis was used to analyze data. The study found that democratic leadership through consultative strategy place employees' trust and employee's confidence about seeking opinions. It helps strategic leaders to act strategically by thinking, learning and planning organization resources. Collaborative strategies communicate extensively to employees in making decision. Strategic managers believe involves everyone in making leadership in Microfinance to take ownership results in the best performance indicators. Participative leaders have direct responsibility to explain vision and mission of their organization and enable everyone to know by understanding leadership style on organizational performance.

### **Transformational leadership strategy on Organization Performance**

Pearce and Robinson (2017), examined the influence of transformation leadership strategy on organization performance in unite states of America Irwin corporations. The study adopted explanatory research design. Factor analysis was used to analyze data. The study findings showed that transformational leadership is comprised of individualized considerations, inspirational motivation, idealized influence and intellectual stimulations. It implemented by creating supportive environment where employee shares responsibility, encouraging action that supports organization interest, breaking through status quo to everyone to have freedom in setting strategic changing directions, and earning genuine employee trust with respect to admiration from leadership. This will focus on transformation leadership strategy on organization performance.

Emad (2013) conducted a study on the effect of transformation leadership strategy and performance of firms in Iraq women finance trusts. The study adopted a case study research design. From regression analysis, it was found that, transformation leadership in financial institution is one of the greatest obstacles in achieving performance. Transformational leadership can be learned from committed managers who are willing to regular changes in leadership practices and their engaged trainability of workforce. Transformation leader increases awareness of employees to understand mission and vision towards expectation to achieve.

Copestake (2015) did a study on the influence of transformational leadership practices on organizational performance a focus of firms in Zambia. A cross-sectional research design was used. Descriptive statistics was used to analyze the collected primary data. Findings showed that transformation leadership requires skills and ability to manage changes. The central aim of transformation leaders is to encourage and empower organization employees to increase organizational performance and create commitments. Transformed leaders have ability to achieve performance by articulating strategic vision and mission that contributes to employee focus.

Aryeetey, (2014) did a study on the influence of transformation leadership in supply and demand in Ghanaian firms. The study aimed to examine the influence of transformational leadership in supply and demand of Ghanaian firms. Descriptive research design was employed. Stratified and purposive sampling was used to select sample size of 451 respondents. Inferential statistics and descriptive statistics were used. Findings showed that intellectual transformation leadership strategy reduced turn over costs since it engages full personality, leaders create and manage change where the new strategic vision is formulated quickly and creates enthusiasm. Transformation leadership creates a balance between performance characters and business foresight. Transformation leaders have the courage, vision, focus and humility to plan strategic decision among management. There was a positive relationship between transformational leadership strategy and organization performance.

Tinaztepe (2014) conducted a study on the effect of transformational leadership style on firm performance in Turkish small and medium enterprises. The study adopted survey design. The target population of 3451 respondent which was sampled through stratified sampling using 10% of the target population. Backward and split analysis was done by use of inferential statistical methods. The findings indicated that transformational leaders can mentor and inspire employees to increase productivity through organization commitments. It empowers employees to satisfy their customers' needs.

Omollo (2016), examined the role of transformational leaders in implementing strategy formulation in Geothermal Company in Kenya. The study used descriptive survey design and census of 43 employees working in Geothermal Company. Descriptive statistical methods and inferential statistical methods were done through use of correlation analysis. The study established that there is a relationship between transformational leaders and implementation of strategy formulation. Transformational leaders focus on critical organizational resources assurance to sustain organization performance. This is about gaining skills of managing social capital and ability to improve organization performance. Transformational leaders seek to change existing techniques, thoughts, and goals to achieve better results.

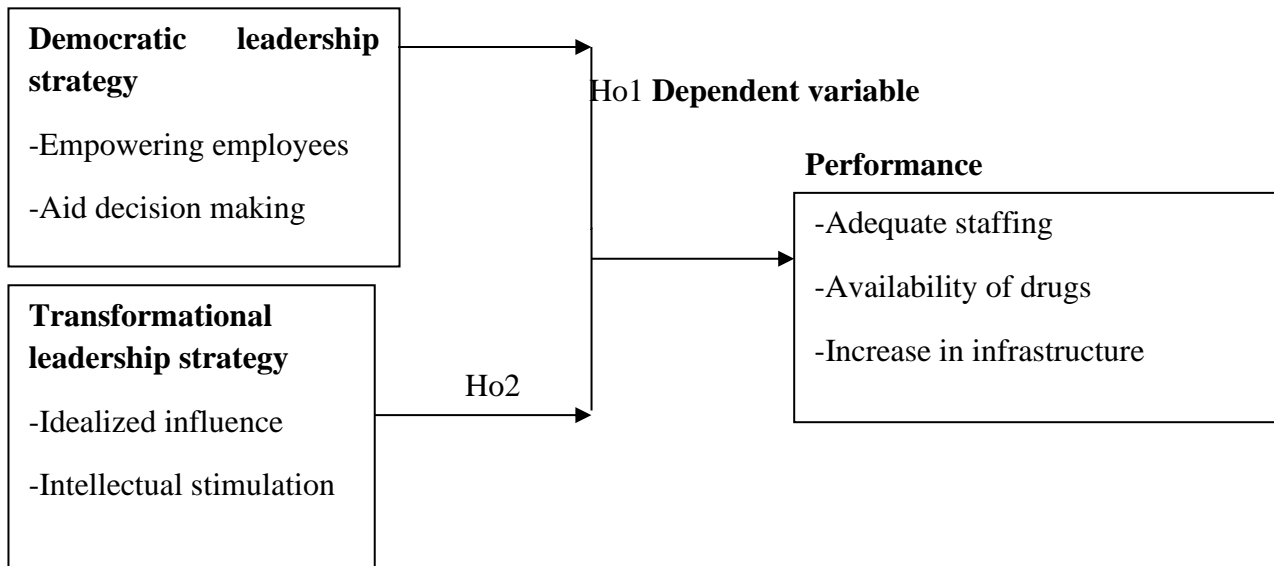
Therefore, transformational leaders have the ability and power to manage the organization's critical resources to achieve sustainable competitive advantage in the marketplace. Effective strategic leaders view staff as a resource to be maximized not as a cost to be minimized. Such leaders develop and use programs designed to train current and future leaders to build the skills needed to nurture the rest of the firm.

### Conceptual Framework

The conceptual framework comprised of concepts which describe variables and the relationship between independent variables and dependent variable (Aryeetey, 2014). The researcher develops conceptual framework to explain strategic leadership style variables under the study (Murage 2016). Conceptual framework depicts figure 2.1.

#### Independent variables

##### Strategic leadership styles



The conceptual framework showed the relationship between the independent variables and dependent variable. The independent variables included strategic leadership styles while the dependent variable is the organizational performance. The conceptual framework postulated the four strategic leadership styles; democratic leadership. In the conceptual framework; democratic leadership strategy was measured by empowering employees and aid decision making.

## RESEARCH METHODOLOGY

Descriptive research design was more appropriate to this study. The study used Yamane formula to calculate the sample size of 309 respondents for the study. Stratified sampling technique was used to enable obtain a sample population that best represented the entire population by making sure that each subgroup of interest was represented.

## RESULTS AND DISCUSSION OF FINDINGS

### Descriptive statistics

Descriptive statistics involved minimum, maximum, mean and standard deviation under this study. This was analysed as per the specific objectives of the study as follows;

### Democratic Leadership Strategy

The first objective sought to establish how Democratic leadership strategy is applied in your county. The results were presented in table 4.1.

**Table 4.1 Democratic Leadership Strategy**

	N	Mini	Max	Mean	Std. Dev.
Leaders enable sharing of information for easy decision making process.	297	1.00	5.00	4.0572	1.48190
Leaders have clear and realistic vision that empowers strategic managers	297	1.00	5.00	4.0168	1.42482
Employees communicate about vision of the organization to our service delivery.	297	1.00	5.00	2.9226	1.34719
The leaders value people's attitudes and skills	297	1.00	5.00	3.5387	1.22171
Employees play role in decision making	297	1.00	5.00	2.9966	1.27740
Employees participate in formulation of strategic plans.	297	1.00	5.00	2.6330	1.19543
Leaders formulate policy for managing their leadership responsibility	297	1.00	5.00	4.9899	1.38887

Employees are involved in solving problem.	297	1.00	5.00	3.1448	1.40074
Valid N (listwise)	297				

Source: (Research 2021)

The results in table 4.1 indicate that leaders were able to formulate policy for managing their leadership responsibilities which had the highest mean of 4.9899 with a standard deviation of 1.38887, Leaders enable sharing of information for easy decision making process had a mean of 4.0572 with a standard deviation of 1.48190, Leaders have clear and realistic vision that empowers strategic managers had a mean of 4.0168 with a standard deviation of 1.42482, The leaders value people’s attitudes and skills had a mean of 3.5387 with a standard deviation of 1.22171, Employees are involved in solving problems had a mean of 3.1448 with a standard deviation of 1.40074, Employees play role in decision making had a mean of 2.9966 with a standard deviation of 1.27740, Employees communicate about the vision of the organization to our service delivery had a mean of 2.9226 with a standard deviation of 1.34719 and Employees participate in formulation of strategic plans had a mean of 2.6330 with a standard deviation of 1.19543

### **Transformational Leadership Strategy**

The study sought to establish how transformational leadership strategy is applied in the county. Table 4.2 present the results.

**Table 4.2 Transformational Leadership Strategy**

	N	Minimum	Maximum	Mean	Std. Deviation
The employees have idealized influence	297	1.00	5.00	3.5522	1.23223
Leaders entertain new ideas	297	1.00	5.00	3.2626	1.30425
Employees manage themselves without interference from their leaders	297	1.00	5.00	3.2492	1.34511

Employees share collective organizational consciousness	297	1.00	5.00	3.0404	1.33244
Employees receive inspirational motivation from their leaders	297	1.00	5.00	3.0505	1.39527
Endure performance potential via challenges address i.e alignment commitment	297	1.00	5.00	2.9832	1.35182
Valid N (listwise)	297				

Source: (Researcher 2021)

The results In table 4.2, showed that the employees have idealized influence in strategic decisions which had a mean of 3.5522 with a standard deviation of 1.23223, Leaders entertain new ideas had a mean of 3.2626 with a standard deviation of 1.30425, Employees manage themselves without interference from their leaders had a mean of 3.2492 with a standard deviation of 1.34511, Employees receive inspirational motivation from their leaders had a mean of 3.0505 with a standard deviation of 1.39527, Employees share collective organizational consciousness had a mean of 3.0404 with a standard deviation of 1.33244, and endure performance potential via challenges address i.e alignment commitment had a mean of 2.9832 with a standard deviation of 1.35182’

### **Organizational performance indicators**

The respondents were asked to indicate organization performance indicators with regard to the aspects of county strategic leadership styles. The results were presented in table 4.3.

**Table 4.3 Organizational performance indicators**

	N	Minimum	Maximum	Mean	Std. Deviation
We recommend good productivity by adequate staffing	297	1.00	5.00	4.8249	1.14032
There is availability of drugs in county hospitals	297	1.00	5.00	3.3805	1.19119

There is an increase in infrastructure	297	1.00	5.00	4.1684	1.17919
Prompt payment to creditors	297	1.00	5.00	3.0875	1.21883
Valid N (listwise)	297				

Source: (Researcher 2021)

In table 4.3, the study showed that the county recommend good productivity by adequate staffing in the county which had a mean of 4.8249 with a standard deviation of 1.14032, there is an increase in infrastructure in the county hospitals which had a mean of 4.1684 with a standard deviation of 1.17919, there is availability of drugs in county hospitals had a mean of 3.3805 with a standard deviation of 1.19119 and there is Prompt payment to creditors had a mean of 3.0875 with a standard deviation of 1.21883.

Source: (Field data 2021)

### Regression Analysis

The main objective was to establish the effect of strategic leadership styles on organizational performance of county governments in Kenya, the study sought to test the hypotheses that there is no statistical significant effect of strategic leadership styles on organizational performance of county governments in Kenya. The study adopted multiple linear regression analysis.

The multiple regression model was tested as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

The results were presented in table 4.15

**Table 4.4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 <sup>a</sup>	.131	.119	1.25626

a. Predictors: (Constant), Bureaucratic Leadership Strategy, Transactional Leadership Strategy

The results in table 4.4, R indicates the relationship between independent variable and dependent variable. The R Square of .131 indicated that the strategic leadership styles (Bureaucratic Leadership Strategy, Transactional Leadership Strategy) predict organizational performance by



13.1%. This means that an increase in strategic leadership style by 13.1% would also increase organizational performance.

ANOVA was determined to test the model fitness in the regression analysis. The results were presented in table 4.5

**Table 4.5 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.274	4	17.319	10.974	.000 <sup>b</sup>
	Residual	460.833	292	1.578		
	Total	530.108	296			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), Bureaucratic Leadership Strategy, Transactional Leadership Strategy,

The results in table 4.5 show that the F statistics and using the degrees of freedom  $V1=4$  and  $V11=292$ , the F critical figure was . Since F calculated ( $F=10.974$ ) was more than F critical ( $F$  critical= 1.578) at a significant level of  $P<0.05$ . Then the null hypothesis is rejected. This means that strategic leadership styles have an effect on organizational performance. This was in line with similar studies such as Omoro (2016) said that strategic leadership affects organizational performance.

A regression coefficient was used to establish the model equation. In order to establish the effect of strategic leadership styles (independent variables) on organizational performance (Dependent variable), the coefficient results are presented in table 4.6

**Table 4.6 Regression coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.840	.355		5.180	.000
	Democratic leadership strategy	-.075	.058	-.072	-1.295	.196

Transformational leadership strategy	.341	.061	.331	5.600	.000
Transactional leadership strategy	.853	.063	.050	.839	.002
Bureaucratic leadership strategy	-.704	.053	-.004	-.068	.046

a. Dependent Variable: Organizational Performance

The study in table 4.6 showed that the unit change in democratic leadership strategies causes a decrease of 7.5% in organizational performance was statistically insignificant. A unit change in Transformational leadership strategy causes an increase of 34.1% in organizational performance and was statistically significant at 5% using t-distribution values.

A unit change in Transactional leadership strategy causes an increase of 85.3% in organizational performance and was statistically significant. A unit change in Bureaucratic leadership strategy causes an increase of 85.3% in organizational performance and was statistically significant.

Therefore, the new model established from the coefficient table is;

$$Y = 1.840 - .75X_1 + .341X_2$$

**Table 4.7 Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.951	.199		14.861	.000
1 Bureaucratic Leadership Strategy	-.020	.057	-.021	-.357	.721

a. Dependent Variable: organizational performance

Table 4.7 showed that a unit change in Bureaucratic leadership strategy causes a decrease of organizational performance by 2.0% and was statistically insignificant at 5%.

Therefore, the new regression model established from the coefficients is as follows;

$$Y = 2.951 - 0.020X_4$$

## **CONCLUSIONS AND RECOMMENDATIONS**

The first objective sought to establish how Democratic leadership strategies were applied in the county. The study concluded that leaders formulate policy for managing their leadership responsibility and employees participate in formulation of strategic plans.

The second objective sought to establish how transformation leadership strategy is applied in the county. The study concluded that the employees have idealized influence in strategic decisions and Endure performance potential via challenges address that is strategic alignment and commitment.

The first objective sought to establish how Democratic leadership strategy is applied in the county. The study recommended that leaders should formulate policy for managing their leadership responsibilities and employees to participate in formulation of strategic plans.

The second objective sought to establish how transformation leadership strategy is applied in the county. The study showed that the employees have idealized influence in strategic decisions and Endure performance potential via challenges address.

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