

**INFLUENCE OF TRANSITIONAL LEADERSHIP IN EFFECTIVENESS OF
COUNTY GOVERNMENT OF VIHIGA**

BY

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**A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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DECLARATION

I declare that this research project has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references.

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DEDICATION

This study is dedicated to my beloved family, who have been my source of inspiration and strength when I thought of giving up, who continually provided their moral, spiritual, emotional and financial support.

To my mentor Prof. Ombanda Martin, friends and other relatives who shared their words of advice and encouragement to finish this study.

Lastly I dedicate this book to the Almighty God, thank you for the guidance, strength, power of mind, protection and skills.

ABSTRACT

Devolution has worked in different parts of the world, US, India, Nigeria, Sweden, UK and South Africa. Counties will draw experiences from similar environments and factors that bring them closer and learn how they operate, benchmark their strengths and transfer that knowledge and experience to benefit the county. But the counties vary in their level of development. The County Government of Vihiga has continued to face a number of challenges. According to reports in The County Fiscal Strategy Paper of 2017, County Budget Review and Outlook Paper of 2017 and County Integrated Development Plan 2013 to 2017 rising debt burden, unstable macro-economic environment, poor local revenue performance, rising unemployment, poor implementation of projects, leakage and misappropriation of county resources continue to be challenges. These have been attributed to non adherence to financial system and lack of coordination in the activities of the county government even at project implementation. The previous efforts have not linked these problems to leadership approaches in the county and especially transitional leadership, when in fact, the solution may lie in the leadership orientation of the county. Previous scholars in the subject of leadership in various contexts focused broadly. They covered leadership styles but did not cover transitional leadership. The influence of transitional leadership in the effectiveness of organizations, County Government of Vihiga included, continue to be unknown. Specifically, influence of open position transitional leadership (OPTL), slot-filling transitional leadership (SFTL), intentional transitional leadership (ITL) and or strategic transitional leadership (STL) in the effectiveness of County Government of Vihiga has remained unclear. This study intended to investigate influence of OPTL, establish influence of SFTL in the effectiveness of the county government, investigate influence of ITL and establish influence of STL in the effectiveness of the county government. The study was guided by Bridge's Transition Model and a conceptual framework in which independent variable is transitional leadership and dependent variable is effectiveness. The population comprised 3040 staff of the County government of Vihiga. Sample was 353. Stratified random sampling was used. Primary and secondary data was used. The latter from relevant documents, such as records of the county government, reports and publications; and the former using semi structured questions. Data was analysed using descriptive statistics such as means, standard deviation and frequencies. The results are expected to benefit policy makers involved in the county government. Researchers may also pursue further research from this study.

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LIST OF ABBREVIATIONS AND ACRONYMS

MAS	Mongolian Academy of Sciences
TF	Transformational Leadership
KM	Knowledge Management
OE	Organizational Effectiveness
R&D	Research and Development
MLQ-5X	Multifactor Leadership Questionnaire
AMOs	American Muslim Organizations
FRL	Free Reign Leadership
FRLM	Full Reign Transformational Leadership Model
MBQ	Managerial Behaviour Questionnaire
OES	Organizational Effectiveness Scale
SEM	Structural Equation Modelling
LMX	Leader-member exchange
NYSC	National Youth Service Corps

OPERATIONAL DEFINITION OF TERMS

Transitional Leadership: A leadership model for navigating through transition

Open Position Transition Leadership: Transition leadership in which leadership tasks are shared out to board and staff members

Slot Filling Transition Leadership: Transition leadership model in which an in house temporary leader or a semi retiree is appointed in the meantime until the right leader is named

Intentional Transition Leadership: Transition leadership approach in which an experienced professional specializing in managing the transition is engaged until a new leader is named

Strategic Transition Leadership: Transitional leadership in which a person who is expected to turnaround the organization is involved

Organizational Effectiveness: Achievement of outcomes an organization set for itself in the areas of social responsibility, outcome accountability and overhead costs

Social Responsibility: outcomes and associated measures that is broader than economic valuation

Outcome Accountability: Extent to which an organization achieves specified levels of progress of own goals

Overhead minimization: minimization of financial and administrative costs

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CHAPTER ONE

INTRODUCTION

This chapter presents the background to the study, statement of the problem, research objectives, hypotheses, justification for the study and the conceptual framework. It also highlights the context of the study which is County Government of Vihiga.

1.1 Background of the Study

Transitional leadership, also called interim leadership, is exercised in all organizations including nonprofit, government and enterprise organizations (Fussel and Goodyear, 2017). At the core of transitional leadership is a focus on purpose, the driving force that creates meaningful actions and outcomes. Susan (2016) proposes that many organizations suffer from problems and conflicts because the people involved have lost sight of purpose. Approaches in transitional leadership vary. Leaving the position open is one of them but may not be useful when the board is lethargic and staff members are not well equipped. The other approach is slot filling. Usually drawing on someone nearby, often an in-house temporary leader who returns to their position, or someone semi-retired with some experience, this choice is often expected not to make major changes, and truthfully, a person who fills a slot typically does not want that sort of inconvenience.

Another approach is intentional transitional leadership. O'Connor (2010) argues that intentional level invites an experienced professional who specializes in managing transitions to take the helm until a new leader is named. There is usually a wish list the intentional transitional leader is expected to address in preparation for the next leader, and within a specifically negotiated timeframe. Another level goes beyond the intentional to manage an intervention or foster a turnaround. This type of transitional leadership is prepared to deal with pathology in the organizational system so that more intentional work can be done and the organization can return to its mission. According to Klenke (2008) if the organization is healthy, this approach is overkill and can actually cause the pathology it is intended to correct.

All four levels are important and useful in specific situations. Our observation is that no situation is entirely static, however. Dodds (2015) argues that unanticipated event can move an organization from level one to four and back again over the length of executive leadership transition

Organizational effectiveness refers to how an organization is, is in achieving its intended outcomes. Organizational effectiveness directly concerns itself with several key areas. According to Richard et al. (2009) organizational effectiveness captures *corporate social responsibility, 'outcome accountability and overhead minimization.*

Effective leadership influences their organization's effectiveness Leadership motivates his workforce to accomplish job tasks by giving inspirational speeches that describe the company vision in vivid detail. This motivates the employees to work hard to achieve the goals (Goleman, Boyatzis, McKee, 2004). Successful leadership recognize that to function well, team members need to collaborate effectively. Klenke (2008) contends that when teams are dispersed instead of working in the same location, leaders need to take extra steps to ensure that the virtual team communicates clearly. Leadership mentors subordinates to help them develop their own leadership skills. He provides workshops in presentation skills, negotiation, business acumen, project management and other leadership competencies so that when the time comes, these subordinates can take over for departing leaders (Susan, 2016). Leaders contribute to long-term organizational effectiveness through succession planning, helping employees maintain a healthy work and life balance and exemplifying high standards of ethical behavior. A number of studies have been conducted in the area of leadership and its relationship with various organizational outcomes. The area of transitional leadership and organizational effectiveness especially among county governments has received little attention.

According to Ronald (2002) devolution has worked in different parts of the world, US, India, Nigeria, Sweden, UK and South Africa. There is varying devolution system in place for instance; US, Nigeria and India systems are for federal states. Counties will draw experiences from similar environments and factors that bring them closer and learn how they operate, benchmark their strengths and transfer that knowledge and experience to benefit the county. Burugu (2010) reports that even Los Angeles County which comprises of 88 cities within the state of California does not offer an appropriate benchmark for Kenya. It does not entirely offer a learning experience to the Kenyan devolved system because it is a case of a successful country in a developed world. This notwithstanding the historical, social – economic, administrative and legal development of this county that led to the utilization of natural and human resources focused strategic planning, resources mobilization and the Kenyan counties should emulate financial planning and management. This kind of system did not work out as it was replaced by a unitary system of government through constitution amendments. (Mitullah, and Owiti, 2007).

According to a report published by Transparency International in 2014, county governments in Kenya continue to engage in mismanagement of resources leading to inefficiencies. This has led to poor service delivery. The report cites corruption at this level of government but does not in any way delve into the management practices of these governments (Mule, 2014, November, 20th). Kiriria (2013) argues that there is need for PFM system at the county level to ensure successful management of the public sector and the economy. World Bank (2012) recommends that guidelines and templates need to be developed to guide the formulation of county budgets. Similarly Pierre and Peters (2011) argue that the government should have capability of collecting information on preferences of electorate, in the absence of which it would be difficult to allocate resources efficiently, but the capacity is always lacking to undertake these activities. Further, Barasa and Eising (2012) indicate that costs hamper public participation in county resource management. They add that county governments particularly in Western Kenya require increased vigilance on county resources given the population associated with them. Kiriria (2013) agrees. This County Government of Vihiga for example, has continued to face a number of challenges. According to reports in The County Fiscal Strategy Paper and County Budget Review and Outlook Paper (Vihiga County Government, 2017), and County Integrated Development Plan 2013 to 2017 (Vihiga County Government, 2014), the government is grappling with rising debt burden, unstable macro-economic environment, poor local revenue performance, rising unemployment, poor implementation of projects, leakage and misappropriation of county resources continue to be challenges. These have been attributed to non adherence to financial system and lack of coordination in the activities of the county government even at project implementation. Interrogation into these challenges have not linked them to leadership approaches in the county and especially transitional leadership, when in fact, the solution may lie the leadership orientation of the county. Previous scholars in the subject of leadership in other contexts other than the County Government of Vihiga focused generally. They covered leadership styles including transformational, Free Reign and charismatic, but did not cover transitional leadership. The review of empirical evidence revealed that influence of transitional leadership in the effectiveness of organizations, County Government of Vihiga included, was still confounded. Knowledge on influence of open position transitional leadership, slot-filling transitional leadership, intentional transitional leadership and or strategic transitional leadership in the effectiveness of County Government of Vihiga was found to be unclear.

1.2 Statement of the Problem

This County Government of Vihiga has continued to face a number of challenges. According to reports in The County Fiscal Strategy Paper of 2017, County Budget Review and Outlook Paper of 2017 and County Integrated Development Plan 2013 to 2017 rising debt burden, unstable macro-economic environment, poor local revenue performance, rising unemployment, poor implementation of projects, leakage and misappropriation of county resources continue to be challenges. These have been attributed to non adherence to financial system and lack of coordination in the activities of the county government even at project implementation. The previous efforts have not linked these problems to leadership approaches in the county and especially transitional leadership, when in fact, the solution may lie the leadership orientation of the county. Previous scholars in the subject of leadership in other contexts other than the County Government of Vihiga have focused generally. They covered leadership styles but did not cover transitional leadership. From the empirical evidence reviewed, the influence of transitional leadership in the effectiveness of organizations, County Government of Vihiga included, was found to be unclear. Specifically, knowledge on influence of open position transitional leadership, slot-filling transitional leadership, intentional transitional leadership and or strategic transitional leadership in the effectiveness of County Government of Vihiga was found to be lacking.

1.3 Objectives of the Study

The main objective of the study was to investigate the influence of transitional leadership in the effectiveness of County Government of Vihiga. Specifically, the study sought to;

- i. Investigate influence of open position transitional leadership in the effectiveness of County Government of Vihiga
- ii. Establish influence of slot-filling transitional leadership in the effectiveness of County Government of Vihiga
- iii. Investigate influence of intentional transitional leadership in the effectiveness of County Government of Vihiga
- iv. Establish influence of strategic transitional leadership in the effectiveness of County Government of Vihiga

1.4 Research Questions

Research questions were developed as follows:

- i. What is the influence of open position transitional leadership in the effectiveness of County Government of Vihiga?
- ii. What is the influence of slot-filling transitional leadership in the effectiveness of County Government of Vihiga?
- iii. What is the influence of intentional transitional leadership in the effectiveness of County Government of Vihiga?
- iv. What is the influence of strategic transitional leadership in the effectiveness of County Government of Vihiga?

1.5 Justification of the Study

This study is expected to provide an opportunity for county governments in Kenya to assess their leadership activities. It is expected that the findings of the study may be beneficial to policy makers within and outside these county governments. The county governments concerned may base their argument for or against leadership approaches based on these findings. The national government is also likely to benefit from the outcome of the study as it may inform it on the direction of regulation and policy to guide leadership in the county governments. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

1.6 Scope of the Study

The study was carried out in the County Government of Vihiga in Kenya. For purposes of the study the headquarters in Mbale and the sub county offices were surveyed. This county government was chosen due to reports of rising debt burden, unstable macro-economic environment, poor local revenue performance, rising unemployment and poor implementation of projects. It is also reported that it faces the greatest challenges with county resource management and associated low level revenues. The study was concerned with the objectives specified above within the period the county governments have been in place up to today. The study focused on influence of open position transitional leadership, slot-filling transitional leadership, intentional transitional leadership and strategic transitional leadership, in effectiveness of the county government.

1.7 Conceptual Framework

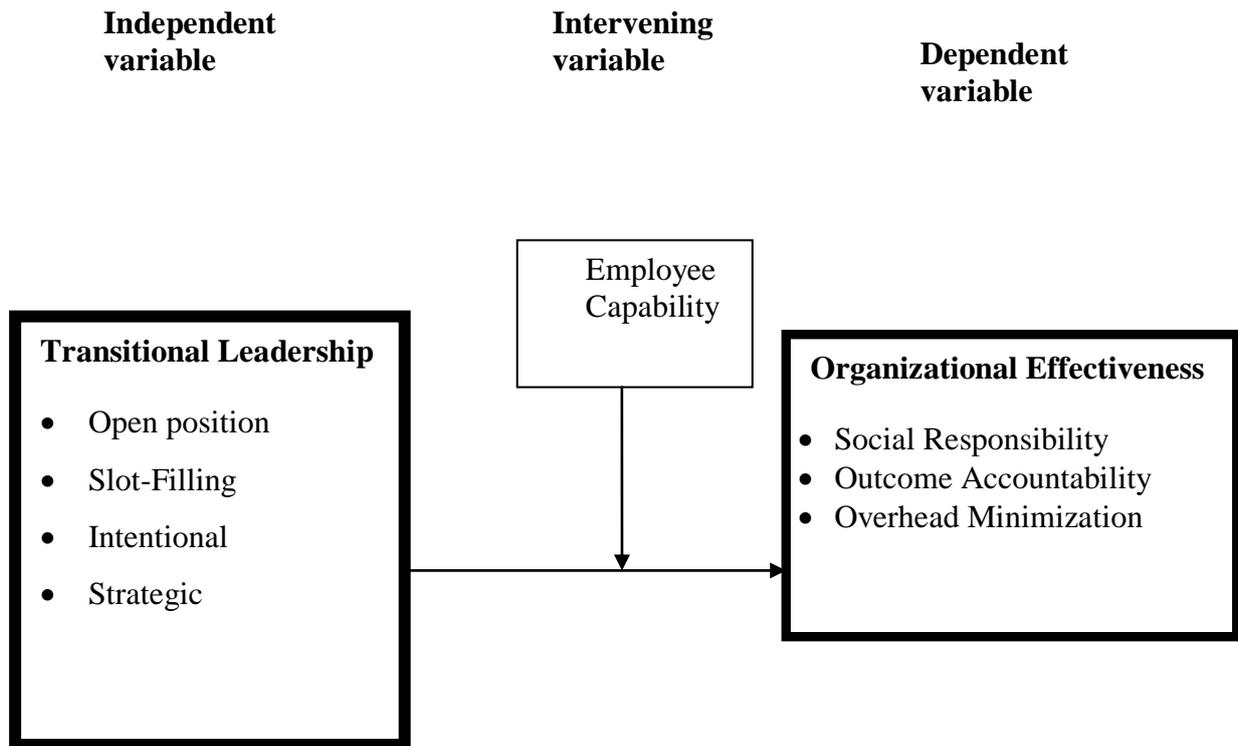


Figure 1.1: Influence of Transitional Leadership in Organizational Effectiveness

Source: Adapted from Susan (2016) and Richard et al. (2009)

Figure 1.1 above depicts the expected relationship between transitional leadership and organizational effectiveness. Transitional leadership can be manifested in the form of open position, slot-filling, intentional and strategic approaches. Organizational effectiveness, on the other hand is explained by social responsibility, outcome accountability and overhead minimization. It is expected that transitional leadership has influence in organizational effectiveness, other factors such as employee capability notwithstanding.

CHAPTER TWO

LITERATURE REVIEW

This chapter focuses on the theoretical foundations on which the study is built and also explores comparative empirical literature which helps to explain the gap which the study sought to address.

2.1 Theory of the Study

The theory of the study is Bridges' Transition Model. The Transition Model was advanced by Bridges(1991). The main strength of the model is that it focuses on transition, not change. Change is something that happens to people, even if they don't agree with it. Transition, on the other hand, is internal: it's what happens in people's minds as they go through change. Change can happen very quickly, while transition usually occurs more slowly. The model highlights three stages of transition that people go through when they experience change which are ending, losing and letting go, the neutral zone and the new beginning. Bridges says that people will go through each stage at their own pace.

This model emphasizes people in a change process. It is about the people at the end and not the change. This is all about leadership. In the study, transitional leadership underscores open position, slot-filling, intentional and strategic approaches. These imply the way people will be lead during transition. Because people's effort under a certain leadership approach is directly linked to effectiveness, this model was found to anchor the study appropriately. The model focuses on people during transition and the study is about the requisite leadership at that time.

2.2 The Concept of Transitional Leadership

Leadership is a process that is ultimately concerned with fostering and creating change. Transitional leadership is a phenomenon that is shared more widely in the system. It is an approach to the development and practice of effective leadership that is based on years of organizational and leadership development research. Transitional leadership, also called interim leadership, is exercised in all organizations including nonprofit, government and enterprise organizations (Fussel and Goodyear, 2017) . The leadership model provides a framework and a philosophy for a leadership process that will help everyone involved in organizations to address challenges and navigate change with a successful transition. The model is founded on the principle that the exercise of leadership is about mobilizing people toward change in essence, leadership is about dealing with and managing transitions in the

face of the many tensions that arise. At the core of transitional leadership is a focus on purpose, the driving force that creates meaningful actions and outcomes. Susan (2016) argues that many organizations suffer from problems and conflicts because the people involved have lost sight of purpose. In this way, purpose helps keep organizations on track and helps provide direction and focus for everyone involved. When purpose is kept front and center, people can determine when the purpose should be adjusted or adapted. Often, the purpose changes or evolves over time. In some cases, a purpose may need to be fine-tuned to be more reflective of the organization's philosophy. Purpose is seldom static and often grows as an organization grows, however, whether old or new, purpose is the center focus for transitional leadership (Peshawaria, 2018). The model includes six different skills critical for addressing change successfully. Each of these elements relies on the others and reflects a process for the exercise of leadership. The elements are communicating and cultivating improved relations, cultivating humility within authority and power, awareness and authenticity of self and others, navigating complex and dynamic challenges, gaining and embracing multiple and new perspectives, empowering strength and action in self and others

Transitions like these provide occasions to do organizational development work with a temporarily embedded organizational leader who can give it expert care. In addition, organizations who might struggle to pay for needed expertise find money is freed up on a 2 for 1 basis: the executive salary purchases both executive leadership and consultative assistance. Further, according to Collins and Porras (2004), the organization is in better shape for the next leader to move forward instead of having to work backwards to deal with previously unresolved issues. Approaches to transitional leadership include open position approach, slot-filling approach, intentional approach and strategic approach.

2.2.1 Open Position Transitional Leadership

In such a case, key tasks are divided among board and key staff (Lencioni, 2018). This choice is most useful when money is extremely tight and strong leadership is present to invest over and above normal involvement. Leaving the position open is not useful when the board is lethargic and staff members are not well equipped.

2.2.2 Slot-Filling Transitional Leadership

Usually drawing on someone nearby, often an in-house temporary leader who returns to their position, or someone semi-retired with some experience, this choice is often expected not to make major changes, and truthfully, a person who fills a slot typically does not want that sort

of inconvenience. According to Rath (2008), this choice is best made by healthy organizations that want to hold the line and cover details until the next leader is named, especially when the transition is expected to be short. This level of transitional leadership is likely the least effective at addressing major or complex organizational issues.

2.2.3 Intentional Transitional Leadership

O'Connor (2010) argues that intentional level invites an experienced professional who specializes in managing transitions to take the helm until a new leader is named. There is usually a wish list the intentional transitional leader is expected to address in preparation for the next leader, and within a specifically negotiated timeframe. Because transitions like these usually require six to eighteen months of time, intentional transitional leaders are least effective if the time frame is expected to be short.

2.2.4 Strategic Transitional Leadership

This level goes beyond the intentional to manage an intervention or foster a turnaround. This type of transitional leadership is prepared to deal with pathology in the organizational system so that more intentional work can be done and the organization can return to its mission. According to Klenke (2008) if the organization is healthy, this approach is overkill and can actually cause the pathology it is intended to correct.

All four levels are be important and useful in specific situations. Our observation is that no situation is entirely static, however. Dodds (2015) argues that unanticipated event can move an organization from level one to four and back again over the length of executive leadership transition. It is important, then, for transitional leaders to have capacity to manage the unanticipated change in addition to the expected actions--scaling up and down through these levels as necessary.

2.3 Concept of Organizational effectiveness

The concept of how effective an organization is, is in achieving the outcomes the organization intends to produce. Organizational effectiveness directly concerns itself with several key areas. They are talent management, leadership development, organization design and structure, design of measurements and scorecards, implementation of change and transformation, deploying smart processes and smart technology to manage the firms' human capital and the formulation of the broader human resources agenda. According to Richard et al. (2009) organizational effectiveness captures organizational performance plus the myriad

internal performance outcomes normally associated with operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation such as *corporate social responsibility*. However, scholars of nonprofit organizational effectiveness acknowledge that the concept has multiple dimensions and multiple definitions. For example, while most nonprofit leaders define organizational effectiveness as '*outcome accountability*,' or the extent to which an organization achieves specified levels of progress toward its own goals, a minority of nonprofit leaders define effectiveness as '*overhead minimization*,' or the minimization of fundraising and administrative costs.

2.4 Empirical studies review

Empirical review advanced findings of other scholars on related areas. The review created compressions that help to identify gaps. A number of studies gave insight in to this topic. A majority of them were conducted by either testing relationships between the variables or the elements of the variables separately, many of them in developing countries.

2.4.1 Open Position Transitional Leadership and Organizational Effectiveness

Evidence continues to emerge that studies have interrogated around open position leadership transitional leadership and organizational effectiveness. Rukmani, Ramesh and Jayakrishnan (2010) studied effect of transformational and transactional leadership style on organizational effectiveness. The researchers used multifactor leadership questionnaire for evaluating leadership style of managers, who are working in public sector organization, Tamil Nadu, India. 300 managers are approached to collect the information. This research addresses, how important is transformational leadership compared to transactional leadership in public sector organization. The researchers analyzed the data with the help of descriptive statistics and multiple regression analysis. The results showed that the managers perceived both transformational and transactional leadership style as important in the public sector organizations, although transformational leadership is considered slightly more important in organizational effectiveness.

Iqbal, Anwar, and Haider (2015) sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance. The objectives that guided the study were; to investigate the effect of autocratic leadership styles affect employee performance, to investigate the effect of democratic leadership styles on performance and to analyze the effect of participative leadership styles on employee performance in an

organization. The study followed the qualitative approaches. Secondary research was integrated. Existing findings on journals and existing knowledge on books were used as secondary research. The interpretation was conducted which qualitatively. To validate the research objective different scholarly views were presented of each independent variable effect on the dependent variable. At the end it was concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive

Igbaekemen and Odivwri (2015) did a critical literature review on Impact of Leadership Style on Organization Performance. In this the research emphasis was placed on the need to know what makes a leader and what makes a follower. Qualities that distinguish leaders from followers. The various styles of leadership and how goals can be set and achieved. The research was about the missing link in leadership styles, with impact on the performance of the follower or employee of an organization with focus on Nigeria organizations.

Edoka (2012) studied impact of effective leadership on organizational performance in Nigeria using National Youth Service Corps Kogi State office. The evaluation was done through the use of questionnaire and structured interview question, tailored towards: determining the impact of effective leadership on the performance of the organization; assessing the effect of the relationship between effective leadership and organizational performance in promoting maximization of the objectives of the organization examining whether there are leadership obstacles that hamper organizational performance in the Kogi State NYSC; finding out if there are possible way of enhancing organisational performance in the Kogi State NYSC. The study employed survey research design in the work. A sample size of 82 was selected from a total population of 103 and stratified random sampling was used to select the respondents. The result arising from the primary data tested at 0.05 co-efficient interval and degree of freedom revealed that there is positive and significant relationship between effective leadership and organizational performance in NYSC Kogi State. The study also revealed that there are no leadership obstacles that hamper organisational performance in the Kogi State NYSC resulting from the structure of the organisation management. However, the study revealed that in spite of the above, there are other factors that affect organizational performance. These factors are lack of good office, equipments, insufficient funds and poor work environment. Again, the work also revealed that in the Kogi State NYSC there are possible ways of enhancing organisational leadership for effective performance. Above all,

the study revealed that there are no empirical evidence to show the relationship between effective leadership and organizational performance.

Mostashari and Randeree (2009) evaluated the relationship between various leadership styles and organizational performances in the three major Iranian cities of Tehran, Mashhad, and Isfahan. The purpose of the paper was to demonstrate how leadership skills can help organizations to maintain high performance in existing markets in the following cities in Iran: Tehran, Mashhad, and Isfahan. The study sought definition of leadership and its role in organizational performance, analyzed efficiency, effectiveness, and productivity in the organizations and evaluated the current organizational culture in Iran.

Uchenwamgbe (2013) examined effects of leadership styles on organizational performance in small and medium scale enterprises in Lagos state. The main objective was to examine the effect leadership styles on the performance of SMEs in Nigeria. The study adopted the descriptive survey design using percentages and chi-square (χ^2) on hypothesis and questions formulated. The findings of the study revealed that good leadership style enhances employee morale and that there is what is known as participatory leadership style of management where both employers and employees take decisions that have positive impact on the growth of the organization and good welfare facilities for the employees.

Amagoh (2009) explored leadership development and leadership effectiveness. The purpose of the article was to identify some leadership development initiatives. The paper used a review of the literature to offer some leadership development practices. Findings were that leadership development should be comprehensive and systematically integrated into the organizational culture in order to produce leaders who can deal adequately with organizational challenges.

Jiang, Zhao and Ni (2017) investigated the degree of the influence of transformational leadership on employee sustainable performance, as well as the mediating role of organizational citizenship behavior. A total of 389 questionnaires were collected from contractors and analyzed via structural equation modeling. The findings revealed that employee sustainable performance is positively influenced by transformational leadership. In addition, more than half of that influence is mediated by their organizational citizenship behavior.

Thanh and Anh (2015) studied the critical factors for effective leadership in small business. The research used the qualitative method to validate the hypothesis. There were a series of questions designed for interview in accordance with the research model. 15 directors of Vietnam Logistics Enterprises have been invited to participate in the interview. The interviews were taken in three rounds and separated for each interview to get the objective result. This research's result provides 32 categories for 5 domains of this study. Also the result showed support for all 3 of the hypotheses of this study as: Traits have an impact on Leadership Styles and both are the source of Effective Leadership, Skills have an impact on Leadership Styles and both are the source of Effective Leadership and Situation moderates the relationship of Leadership Styles and Effective Leadership. The implications and limitations are also discussed in this research.

2.4.2 Slot -Filling Transitional Leadership and Organizational Effectiveness

There is empirical evidence that studies have been conducted around slot filling transitional leadership. Men (2015) examined the impact of organizational leadership on public relations effectiveness from an internal perspective. Specifically, it builds links between leadership style, employee empowerment, and employees' perception of organizational reputation. The results showed that transformational leadership positively influences employees' perception of organizational reputation, not only directly but also indirectly, through empowering employees. Transactional leadership represented by contingent reward behavior has a significant negative direct effect on employees' perception of organizational reputation. Transformational leaders are more likely to delegate power to employees and involve them in decision making than transactional leaders. Employees who feel more empowered in terms of competence and control tend to have a more favorable evaluation of organizational reputation.

Obiwuru, Okwu, Akpa, and Nwankwere (2011) investigated the effects of leadership style on organizational performance in small scale enterprises. The major objective was to determine the effect of leadership styles on performance in small scale enterprises. Transformational and transactional leadership styles were considered in this study. Transformational leadership behaviours and performance/outcome considered relevant in the study were charisma, inspirational motivation and intellectual stimulation/individual consideration; and effectiveness, extra effort and satisfaction, respectively. Transactional leadership behaviours and performance/outcome variables were constructive/contingent reward and

corrective/management by exception; and effort, productivity and loyalty/commitment, respectively. The study followed a survey design, and employed evaluative quantitative analysis method. Analysis was based on primary data generated through a structured Multifactor Leadership Questionnaire (MLQ) administered on respondents. Responses to research statements were scaled and converted to quantitative data via code manual developed for the study to enable segmentation of the data responses into dependent and independent variables based on leadership behaviours and associated performance variables. OLS multiple regression models were specified, estimated and evaluated. The result showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured

Joiner and Bakalis (2015) studied delegation, job satisfaction and subordinate performance and focused on the mediating effect of leader-member exchange. They developed a model in which leader-member exchange (LMX) mediates the relationship between delegation and, subordinate job satisfaction and performance in the Chinese context. The sample comprised 186 Chinese subordinates working in a large transport company in Hong Kong. The results showed that LMX partially mediates between delegation and job satisfaction and fully mediates between delegation and subordinate performance.

Anyango (2015) assessed the effect of leadership styles on employees' performance at Bank of Africa, Kenya. The main objective of this study was to investigate the effect of different leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employees' performance of employees. A cross section descriptive survey research strategy was adopted in which 80 usable structured questionnaires were collected from 300 questionnaires distributed. The leadership styles were measured through the Multi factor Leadership Questionnaire developed by Avolio and Bass (1995), modified to fit the context of the study. Employee performance was measured by the scale of Yousef (2000). Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and effects as per the hypotheses of the study. The findings showed that transformational

leadership style is the most exhibited style at the bank followed by the transactional leadership style and laissez-faire. Employee performance was above average. Overall, scores in transformational leadership style were found to be strongly correlated with both measures of employee performance and overall performance except for the intellectual simulation dimension, which had insignificant positive correlation with quality of performance. Transactional leadership style was found to be positively correlated with both measures of employee performance as well as overall performance. However, contingent rewards had a negative but insignificant correlation with performance while management by exception had insignificant positive correlations. Authoritative leadership style had insignificant relationship while laissez faire style had insignificant positive correlation. The results suggest that supervisors in organizations need to use a lot of transformational leadership behaviors or rather embrace transformational leadership style, but not laissez-faire leadership.

Zbirenko and Medina (2014) investigated how organizational structure, leadership, and communication affect productivity and efficiency of the public health-care organization. The academic purpose was in investigating relationship between organizational structure, leadership, and communication and organizational performance, i.e. efficiency and productivity. The practical purpose was in giving analysis-based recommendations about possible ways to increase productivity and efficiency to Laboratoriemedicin VLL. It was a qualitative research through interview of ten people working at Laboratoriemedicin. Other representatives of different layers of the organization were also reached to make the research more diversified and complete. These semi-structured interviews resulted in qualitative data, which had been processed and analyzed using coding technique. The findings of our research revealed that structure, leadership, and communication affect efficiency and productivity. Structure defines how productive the operational processes are; leadership affects the whole personnel and the way they strive for achieving their goal; communication affects how fast things are getting done and how happy and willing personnel are. Additionally, two areas affecting the relationship between structure, communication, leadership, and organizational performance were spotted. These are development issues and personal issues. Moreover, the study found that leadership and organization are the most problematic spots in Laboratoriemedicin

Koeh& Namusonge (2015) studied effect of leadership styles on organizational performance at state corporations in Kenya. The study sought to determine the impact of laissez-faire, transactional and transformational leadership styles on organizational performance at state-

owned corporations in Kenya. A descriptive survey research based on the perceptions of middle and senior managers in thirty (30) state owned corporations based in Mombasa, Kenya was undertaken. A structured self-completed research questionnaire was thereafter distributed and collected after one week. The completed questionnaires were checked for plausibility, integrity and completeness resulting in 72 usable cases. Three independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). These were laissez-faire; transactional; and transformational leadership styles. The dependent factor was represented by the degree to which the organization has achieved its business objectives in the previous financial year. To discover the leadership styles that influence organizational performance, correlation analysis was employed. Correlations between the transformational-leadership factors and organizational performance ratings were high (0.518 to 0.696, $P < .05$), whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low (0.219 to 0.375, $P < .05$).

2.4.3 Intentional Transitional Leadership and Organizational Effectiveness

Evidence from the field show that the subject of leadership has been interrogated. The studies are around intentional transitional leadership. Wongyanon, Wijaya, Mardiyono, and Soeaidy(2015) analyzed and examined the influence of transformational, transactional and laissez-faire leadership styles of the chief executives to organizational performance in case of Thai local organizations. These were, Pattaya City, Laemchabang City Municipality, and Chonburi Provincial Organization. Self-administered surveys distributed to a randomly selected sample within the three local organizations. Participants consisted of 820 respondents who had returned the questionnaires from 953 invitations. The results demonstrated that transformational, transactional and laissez-faire leadership styles have a significant and positive influence to the organizational performance. The findings revealed individual consideration leadership style in transformational exhibited in two locations, while others displayed only one location. Contingent reward and management by exception-active in transactional leadership style and laissez-faire leadership style also indicate independent influence to the organizational performance but there is no leadership style overlaps. Therefore, it is concluded the leadership styles of the organizational achievement are the best from regression equation. Those are charisma, inspiration motivation and intellectual stimulation in transformational leadership, contingent reward and management by exception-active in transactional leadership and laissez-faire leadership style.

Nanjundeswaraswamy and Swamy (2014) argued that in the global competitive environment, effective leadership style was necessary to reduce the attrition rate. From the effective leadership styles only it is possible to achieve organizational goal productively. Leadership styles effect on the employee performance and productivity. They did a paper that summarized and analyzed the available literature of leadership styles and effect on different components of Quality of work life.

Chao (2013) studied the effects of school supervisors' leadership styles on organizational effectiveness, with organizational commitment and organizational change being the mediators. A questionnaire-based survey was conducted on full-time teachers holding lecturer or higher-level positions at a Taiwanese technological university. After using simple random sampling to yield knowledge from the population and sending out copies of questionnaire via mail, convenience sampling was adopted to avoid excessively low response rates. The overall model's goodness-of-fit effect concerning the structural and measurement models were verified using linear Structural Equation Modelling (SEM). Regarding the path coefficients for implicit/unobservable variables in the structural model, the MacKinnon PRODCLIN 2 program was employed to test how significant the model's total effect, specific mediation effects and direct effects were. Research results showed that: (1) the overall model had a statistically significant total effect; (2) supervisors' leadership styles exerted a significantly direct effect on organizational effectiveness; (3) both organizational commitment and organizational change exerted significant specific mediation effects, although the former was greater than the latter.

Ojokuku, Odetayo and Sajuyigbe (2012) examined the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. Purposive sampling technique was adopted in selecting a total of sixty (60) respondents as sample for the study, while relevant data was gathered with the aid of a structured questionnaire. One hypothesis was formulated and inferential statistical tool was used to analyze the data specifically Pearson product moment correlation was used to examine the relationship between leadership style dimensions and organizational performance, while Regression analysis was used to examine the significant effect of leadership style dimensions on followers and performance. Findings showed positive and negative correlation between leadership style dimensions and organizational performance. It was also found that leadership style dimensions jointly predict organizational performance, which counted for 23% variance of performance. The study

concluded that transformational and democratic leadership style should be employed by the Banks' management in order to wax stronger in a global competitive environment.

Nayak and Mishra (2005) examined the impact of leadership styles on organizational effectiveness by using Pearson's co-relation matrix and multiple regression model. Data were collected from 10 departments of Rourkela Steel Plant. Participants included 68 supervisors and 241 managers. Managerial Behaviour Questionnaire (MBQ) and Organizational Effectiveness Scale (OES), the standardized questionnaires were used for the study. The study revealed that leadership styles of managers and supervisors highly influence the organizational effectiveness.

Erkutlu (2008) examined the influence of leadership behaviors on both organizational and leader effectiveness at boutique hotels. A total of 722 subjects (60 managers and 662 non-managerial employees) participated in this study from 60 boutique hotels. Participants were told that the study was designed to collect information on the leadership styles used by managers and on the satisfaction and commitment of employees in the hospitality workforce. Multifactor Leadership Questionnaire, Organizational Commitment Questionnaire and Job Descriptive Index were used to assess leadership behaviors of the boutique hotels' first-line managers and commitment and satisfaction levels of employees, respectively. There are significant relations between leadership behaviors and both organizational and leadership effectiveness. The findings support the suggestion in the literature that transformational leadership behaviors stimulate organizational commitment and job satisfaction in the hospitality industry. Research limitations/implications – There are several limitations that could be future research topics, such as hotels' source of funding, demographic characteristics of the participants. There is a question about the generalizability of these findings to other hospitality organizations such as four or five-star hotels. Originality/value – This paper explores an aspect of leadership in the hospitality industry that is often neglected. It provides compelling evidence for the importance of continuing the efforts to understand the nature of the leadership behaviors-effectiveness connection

2.4.4 Strategic Transitional Leadership and Organizational Effectiveness

A number of studies have been conducted around strategic transitional leadership. Empirical evidence available show that they focus on varying areas of leadership. Iqbal (2011) for example, analyzed the relationship between leadership styles and organizational effectiveness of IT firms in Karachi. After the survey sent in the IT firm in Karachi it has been come into

notice that leadership style affects the effectiveness of IT organization. Four different types of leaders were considered and listed as dictator, democratic, visionary and free rein leader. All these styles had an impact on organizational effectiveness. Dictator and visionary styles influenced positively, whereas others negatively. The visionary or transformational style was found to yield most organizational effectiveness. The different dimensions used to define organizational effectiveness in IT industry were employee morale, organizations competitive position, customer satisfaction, management satisfaction, ability to introduce organizational change, market share of the firm.

Tahir (2015) conducted a study with objective to investigate the various leadership characteristics of Transformational and Transactional Leadership and then to empirically analyze the effect of each type of leadership on the organizational performance. The study considered a sample of 800 respondents has been interviewed to collect the required information. The sample included employees at tactical and operational management in corporate sector. Factor analysis was applied to determine the key characteristics of each type of leadership, thereafter the OLS estimation has been applied to test the hypotheses of the study. The study concludes that the Charismatic Action, Intellectual Stimulation, Inspiration Motivation, Encouragement for High Morale characteristics of Transformational Leadership has significant positive effect on the Organizational Performance. In regard of the Transformational Leadership the further concludes that the Individual Consideration act of Transformational Leadership does not has significant effect on the Organizational Performance. A final conclusion based on the empirical analysis is that Transformational Leadership has significant positive effect on Organizational Performance, whereas, the Transactional Leadership has significant negative effect on the organizational Leadership.

Babalola (2016) set to investigate the influence of supervisor-employee relationship, perceived leadership style, and job satisfaction on organizational commitment and job performance. Two hundred and fifty-five employees of media employees are conveniently sampled with ages ranging from 20 to 57 years with a mean of 34.29 years. Stepwise multiple regression analysis was employed to test the working hypotheses. Stepwise regression analysis revealed three steps in the prediction of organizational commitment and job performance respectively. With the third step results showed that job satisfaction ($\beta = 0.53$; $p < .001$); supervisor subordinate relationship ($\beta = 0.41$; $p < .001$) and laissez-faire leadership styles ($\beta = 0.38$; $p < .001$) are the predictor of organizational commitment with 49.7% variance is explained; while with job performance, 34.8% of variance explained the variables

of working experience ($\beta = -0.54$; $p < .001$); education ($\beta = 0.31$; $p < .01$) and transformational leadership styles ($\beta = -0.22$; $p < .05$).

Hsu, Bell and Cheng (2008) explored the relationships between transformational leadership and organizational effectiveness in the field of recreational sport and leisure. First, it reviewed a discussion on the problem of organizational leadership from the perspective of the transactional- transformational model, particularly the arguments of researchers such as Burns and Bass. It examines the components of transformational leadership, and then investigates several approaches to the conceptualization and measurement of organizational effectiveness. Finally, the controversy concerning the impact of transformational leadership upon organizational effectiveness is discussed, and an argument is made that greater transformational leadership seems to be at least indirectly related to a higher degree of organizational effectiveness.

Chi, Lan, & Dorjgotov (2012) used the hypothesis model to explore the moderating effect of transformational leadership (TL) on knowledge management (KM) and organizational effectiveness (OE). The model was tested on 524 research and development (R&D) professionals at 21 research institutes of the Mongolian Academy of Sciences (MAS). The results showed that TL is a moderator between KM and OE. In addition, the results supported the fact that TL and KM have a reinforcement interaction effect on OE. Therefore, the highest level of OE is achieved when both TL and KM are at a high level. Thus, TL was determined to be the most effective and appropriate leadership style for use in R&D organizations in Mongolia.

CHAPTER THREE

METHODOLOGY

This chapter provides study design, study area, population sample size and sampling techniques and data collection and; data analysis and presentation approaches. The study followed both quantitative and qualitative approaches.

3.1 Study Design

The study applied intensive, descriptive and holistic analysis of a single entity. This study was therefore, found to fall in the category of a case study.

3.2 Study Area

The study was conducted in the County Government of Vihiga. This headquarters is located in Mbale within the former Western Province of Kenya. The county government runs affairs of the county which has a population of 554,622 and an area of 563 km². It borders Nandi to the East, Kisumu County to the South, Siaya County to the West and Kakamega County to the North. It is one of the four Counties in the former Western Province. Vihiga County has five Constituencies; Luanda, Emuhaya, Hamisi, Sabatia and Vihiga. Vihiga County lies between longitudes 34° 30' and 35° 0' East and between latitudes 0° and 0° 15' North. The equator cuts across the southern tip of the county.

3.3 Target Population

The population of this study was all the 3040 staff of County Government of Vihiga categorized as follows

Table 3.1: Population distribution of staff in County Government of Vihiga

Category of Investors	Population Distribution
Senior Managers (Governor, Deputy Governor, County CECs, COs and Directors)	40
Other Staff	3000
Total	3040

Source: County Government of Vihiga, 2018

3.4 Sample Size and Sampling Technique

The sample size was determined as follows:

$$n = N / (1 + Ne^2)$$

Where, n= the sample size,

N =is the size of population

E= error of 5% age points

$$n = 3040 / (1 + (3040 \times 0.05 \times 0.05)) = 353$$

Table 3.2: Sample Distribution

Category of Investors	Population Distribution	Sample Distribution
Senior Managers (Governor, Deputy Governor, County CECs, COs and Directors)	40	5
Other Staff	3000	348
Total	3040	353

Source: Adapted from County Government of Vihiga, 2018

3.5 Data Type and Source

Both primary and secondary data was used. Primary data was obtained from respondents while secondary data was collected from documents in the custody of the county government. The researcher gathered secondary data from the governments' records and related reports.

3.6 Data Collection

Primary data was collected using self administered structured and semi structured questionnaire. Secondary data was collected through document review.

3.7 Instrument Validation and Reliability Test

Validity and reliability were ascertained for data collection instrument. Expert opinion was sought on the data collection instruments. The researcher's supervisors and or leadership and devolution experts helped to validate the questionnaire. As a result changes on various statements in the instrument were made. This helped check face, construct and content validity. Data collection instrument was also pre-tested on 18 conveniently chosen respondents to check for reliability. Reliability test was ascertained through Cronbach's Alpha determination at a coefficient of 0.7 and above. The results were as follows

Table 3.3: Cronbach's Alpha Reliability Test Results for Data Instrument

Construct	Number of Items	Cronbach's Alpha Reliability Coefficient
Influence of OPTL in effectiveness	6	0.847
Influence of SFTL in effectiveness	6	0.870
Influence of ITL in performance	6	0.808
Influence of STL in effectiveness	6	0.711

Source: Pilot Survey Data (2018)

The results show that the data instrument was reliable with the four key areas posting Cronbach's Alpha above 0.7.

3.8 Data Analysis and Presentation

Descriptive statistics was used to analyse data. Means, percentages, standard deviation and frequencies were used to analyse the four objectives. Results were presented in tables.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter presents the results of the study. It begins by presents the interpretation of the results and discussion against previous researchers’ findings.

4.1 Response Rate

Total number of questionnaires issued was 353. Out of this, 300 questionnaires were returned successfully. This represents 85% response rate

4.2 Open Position and Effectiveness

Table 4.1 Influence of Open Position Transitional Leadership in effectiveness (n=300)

	Mean	R
1. Dividing Tasks/Accountable outcomes	3.77	.493
2. Ability of Board and Staff/Accountable Outcomes	4.01	.742
3. Dividing Tasks/Socially responsible	3.94	.721
4 Ability of Board and Staff/Socially responsible	3.67	.752
5. Dividing Tasks/Minimizing expenses	3.69	.762
6. Ability of Board and Staff/Minimizing Expenses	3.71	.541
Overall Response	3.80	.962

Source: Survey Data (2018)

As shown table 4.1, the mean score for all stood at 3.80. On a scale of 1 to 5 scored from “very low” to “very high,” this means that the rating was “high” implying the respondents agreed the influence of practice of open position transitional leadership in effectiveness of the county government was high in the county government. The values of the standard deviations (SD) as shown are small implying deviation from the mean response by other responses was minimal. None had SD above 0.762. These results agree with the results of Rukmani, Ramesh and Jayakrishnan (2010) whose results showed that the managers perceived both transformational important in the public sector organizations effectiveness. However, the results differed from those of Edoka (2012) which revealed that there are no empirical evidence to show the relationship between effective leadership and organizational performance.

4.2 Slot Filing and Effectiveness

Table 4.2 Influence of Slot Filling Transitional Leadership in Effectiveness(n=300)

	Mean	R
1.Use of Temporary people/accountable outcomes	4.53	.627
2.Use of Semi retired people/ accountable outcomes	3.46	1.246
3.Use of Temporary people/ socially responsible	3.85	1.053
4. Use of Semi retired people/socially responsible	4.17	.951
5. Use of Temporary people/minimizing expenses	4.15	1.080
6. Use of Semi Retired people/minimizing expenses	4.21	1.073
Overall Response	4.61	1.005

Source: Research Data (2018)

As shown table 4.2, the mean score for all stood at 4.61. On a scale of 1 to 5 scored from “very low” to “very high,” this means that the rating was “very high” implying the respondents agreed the influence of practice of slot filing transitional leadership in effectiveness of the county government was very high. The values of the standard deviations (SD) as shown are small implying deviation from the mean response by other responses was minimal. None had SD above 1.005. These results agree with the results of Obiwuru, Okwu, Akpa, and Nwankwere (2011) which showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance of small scale enterprises. The results are also consistent with those of Anyango (2015) who found that transformational leadership style is strongly correlated with both measures of employee performance and overall performance at Bank of Africa, Kenya

4.3 Intentional and Effectiveness

Table 4.3 Influence of Intentional Transitional Leadership in Effectiveness (n=300)

	M	R
1.Experienced professional/accountable outcomes	3.69	.892
2.Adequacy of professional management/accountable outcome	3.77	.925
3. Experienced professional/socially responsible	3.84	.969
4.Adequacy of professional management /socially responsible	3.69	.893
5. Experienced professional/minimizing expenses	3.77	.932
3. Adequacy of professional management /minimizing expense	3.84	.969
Overall Response	3.75	.931

Source: Research Data (2018)

As shown table 4.3, the mean score for all stood at 3.75. On a scale of 1 to 5 scored from “very low” to “very high,” this means that the rating was “high” implying the respondents agreed that influence of the practice of intentional transitional leadership in effectiveness of the county government was high. The values of the standard deviations (SD) as shown are small implying deviation from the mean response by other responses was minimal. None had SD above 0.931. These results agree and contrast with the results of Ojokuku, Odetayo and Sajuyigbe (2012) who found both positive and negative correlation between leadership style dimensions and organizational performance among banks. The results further agree with those of Nayak and Mishra (2005) who revealed that leadership styles of managers and supervisors highly influence the organizational effectiveness and those by Erkutlu (2008) who found significant relations between leadership behaviors and both organizational and leadership effectiveness.

4.4 Strategic and Effectiveness

Table 4.4 Influence of Strategic Transitional Leadership in Effectiveness (n=300)

	Mean	R
1.Leadership with turnaround interventions/accountable outcomes	4.24	.930
2.Matching with turnaround interventions/accountable outcomes	4.27	.795
3.Leadership with turnaround interventions/socially responsible	4.27	.798
4.Matching with turnaround interventions/socially responsible	4.01	.984
5.Leadership with turnaround interventions/minimizing expenses	4.01	.994
6.Matching with turnaround interventions/minimizing expenses	3.83	1.104
Overall Response	4.09	.955

Source: Research Data (2018)

As shown table 4.4, the mean score for all stood at 4.09. On a scale of 1 to 5 scored from “very low” to “very high,” this means that the rating was “high” implying the respondents agreed that the influence of practice of strategic transitional leadership in effectiveness of the county government was high. The values of the standard deviations (SD) as shown are small implying deviation from the mean response by other responses was minimal. None had SD above 1.104. These results agree with the results of Iqbal (2011) who revealed that visionary or transformational style yields most organizational effectiveness with dimensions used to define organizational effectiveness in IT industry as employee morale, organizations competitive position, customer satisfaction, management satisfaction, ability to introduce organizational change, market share of the firm. The results also compare with those of Tahir (2015) who found that Transformational Leadership had significant positive effect on Organizational Performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS ANDRECOMMENDATIONS

This chapter presents the summary of findings by highlighting striking results for each objective. The chapter further provides conclusions and recommendations for practice and further research.

5.1 Summary of Findings

The results for objective one confirm that open position transitional leadership has high influence in county government effectiveness with contribution of ability of board and staff to accountable outcomes being highest and contribution of dividing tasks to minimizing expenses being lowest.

The results for objective two confirm that slot filling transitional leadership has very high influence in county government effectiveness with contribution of use of semi retired people to minimization of expenses being highest and contribution of use of semiretired people to accountable outcomes being lowest.

The results for objective three confirm that intentional transitional leadership has high influence in county government effectiveness with contribution of use of experienced professionals to achievement of social responsibility being highest and contribution of use of experienced professionals to accountable outcomes being lowest.

The results for objective four confirm that strategic transitional leadership has high influence in county government effectiveness with contribution of matching with turnaround interventions to accountable outcomes being highest and matching with turnaround interventions to minimizing expenses being lowest.

5.2 Conclusions

From the findings, conclusion for objective one is that open position transitional leadership influences effectiveness of county governments. From the findings, conclusion for objective two is that slot filling transitional leadership greatly influences effectiveness of county governments. From the findings, conclusion for objective three is that intentional transitional leadership influences county governments' effectiveness. From the findings, conclusion for

objective four is that strategic transitional leadership influences effectiveness of county governments.

5.3 Recommendations

5.3.1 Recommendations for Practice

The study recommends that county government of Vihiga and other county governments should encourage practice of open position transitional leadership, intentional transitional leadership and strategic transitional leadership because these approaches influence effectiveness aspects. They should however take note that levels of influence are not equal. The study further recommends that county government of Vihiga and other county governments should focus very highly on practice of slot filling transitional leadership as this contributes very highly to effectiveness.

5.3.2 Recommendations for Further Research

The study recommends that future researchers should focus on more advanced methodologies of investigation in these areas. They could apply regression models on more robust data from a survey rather than a case study.

5.4 limitation of the study

- i. Lack of finance / facilitation enough to collect data.
- ii. Limited access to requested data.
- iii. Time constraints
- iv. Conflict arising from organizational, cultural bias and the personal issues.

5.5 Suggestions for further Research

The study recommends that further researchers should focus on more advanced methodologies of investigations in these areas.

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APPENDICES

Appendix I: Introduction Letter

C/O DEPT. OF BUSINESS ADMINISTRATION
SCHOOL OF BUSINESS AND ECONOMICS
MASENO UNIVERSITY
PRIVATE BAG, MASENO

DATE _____

TO WHOM IT MAY CONCERN

Dear Sir/Madam

ACADEMIC RESEARCH

I am a student at Maseno University in pursuit of Master of Business Administration course. As part of the requirements I am carrying out this research entitled “*INFLUENCE OF TRANSITION LEADERSHIP IN ORGANIZATION EFFECTIVENESS: A CASE OF VIHIGA COUNTY.*” Your assistance is requested in sparing a few minutes to answer the questions provided in the attached questionnaire. Identity is not required and the information provided will be treated in strict confidence.

Thank You.

Yours Sincerely,

Omulele Salome Sungu

MBA/BE/00009/2016

Appendix II: Questionnaire for Respondents

SECTION A: GENERAL INFORMATION

a) General Information

1. Department working in:
2. Leadership position currently held.....

b) Open Position Transitional Leadership and organizational effectiveness

In such a case, key tasks are divided among board and key staff. This choice is most useful when money is extremely tight and strong leadership is present to invest over and above normal involvement. Leaving the position open is not useful when the board is lethargic and staff members are not well equipped.

1. Dividing leadership tasks among board and key staff to fill transitional leadership positions influences ability of the department and the county government to be accountable in outcomes
Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)
2. Ensuring the ability of board and staff before dividing among them leadership tasks to fill transitional leadership positions, influences ability of the department and the county government to be accountable in outcomes
Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)
3. Dividing leadership tasks among board and key staff to fill transitional leadership positions influences ability of the department and the county government to be socially responsible
Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

4. Ensuring the ability of board and staff before dividing among them leadership tasks to fill transitional leadership positions, influences ability of the department and the county government to be socially responsible

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

5. Dividing leadership tasks among board and key staff to fill transitional leadership positions influences ability of the department and the county government to minimize cross cutting expenses

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

6. Ensuring the ability of board and staff before dividing among them leadership tasks to fill transitional leadership positions, influences ability of the department and the county government to minimize cross cutting expenses

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

c) Slot-Filling Transitional Leadership and organizational effectiveness

1. Use of temporary people who returns to their position afterwards to fill transitional leadership positions influences ability of the department and the county government to be accountable in outcomes

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

6. Use of semi-retired people with some experience to fill transitional leadership positions, influences ability of the department and the county government to be accountable in outcomes

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

7. Use of temporary people who returns to their position afterwards to fill transitional leadership positions influences ability of the department and the county government to be socially responsible

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

8. Use of semi-retired people with some experience to fill transitional leadership positions, influences ability of the department and the county government to be socially responsible

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

5. Use of temporary people who returns to their position afterwards to fill transitional leadership positions influences ability of the department and the county government to minimize cross cutting expenses

6. Use of semi-retired people with some experience to fill transitional leadership positions, influences ability of the department and the county government to minimize cross cutting expenses

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

d) Intentional Transitional Leadership and organizational effectiveness

Inviting experienced professional who specializes in managing transitions to take over for some time until a new leader is named influences ability of the department and the county government to be accountable in outcomes

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

Adequacy of time frame within which an experienced professional who manages transitions takes over before new leader is named influences ability of the department and the county government to be accountable in outcomes

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

Inviting experienced professional who specializes in managing transitions to take over for some time until a new leader is named influences ability of the department and the county government to be socially responsible

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

Adequacy of time frame within which an experienced professional who manages transitions takes over before new leader is named influences ability of the department and the county government to be socially responsible

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

Inviting experienced professional who specializes in managing transitions to take over for some time until a new leader is named influences ability of the department and the county government to minimize cross cutting costs

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

Adequacy of time frame within which an experienced professional who manages transitions takes over before new leader is named influences ability of the department and the county government to minimize cross cutting costs

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

e) Strategic Transitional Leadership and organizational effectiveness

The ability of the county government and the department to be accountable in outcomes is influenced by involving leadership with interventionstocreate a turnaround during transitions

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

The ability of the county government and the department to be accountable in outcomes is influenced by the careful matching of turnaround leadership with the status of the county government and departments

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

The ability of the county government and the department to be socially responsible is influenced by involving leadership with interventions to create a turnaround during transitions

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

The ability of the county government and the department to be socially responsible is influenced by the careful matching of turnaround leadership with the status of the county government and departments

The ability of the county government and the department to minimize cross cutting costs is influenced by involving leadership with interventions to create a turnaround during transitions

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

The ability of the county government and the department to minimize cross cutting costs is influenced by the careful matching of turnaround leadership with the status of the county government and departments

Strongly Agree(5) Agree(4) Neutral(3) Disagree(2) Strongly Disagree(1)

Appendix III: Work Schedule

WORK PLAN	PERIOD		
	2018		
	Month1	Month2	Month3
ACTIVITY			
Problem Identification	■		
Review of literature	■	■	
Proposal Writing and Presentation		■	
Proposal presentation			■
Data collection and data entry			■
Data Analysis			■
Presentation of draft			■
Final draft			■
Submission of project for examination			■

Appendix IV: Budget

<u>ITEM</u>	<u>KSHS</u>
Stationery	8,000
Literature Review and proposal development	12,000
Data collection	16,000
Data analysis	10,000
Secretarial costs	10,000
<u>TOTAL COSTS</u>	<u>56000</u>

Appendix V: Map of Vihiga County

