The Effects of Leadership Style Strategy on Performance of Kajiado County Government, Kenya

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 ## Abstract

The purpose of the study was to establish the effect of leadership style strategy on performance of Kajiado county government. The study adopted a descriptive research design. The target population is 500 employees (those at management level of Kajiado County Government). Through stratified random sampling the study selected a sample of 100 respondents who were served with questionnaires. The study collected both primary data and secondary data. The study conducted a pilot study to test the reliability of the questionnaires. Descriptive analysis was used. Correlation and regression analysis was used to establish the linear relationship between the study variables. The regression model also gave the significance and regression weights of the study variables. The results showed that there was a significant relationship between organizations staff training and the organizations performance. The study concluded that leadership affects performance of Kajiado county Government. Through good leadership, employees are motivated to work and be productive. The leader empowers followers through a shared vision, trust and common values, inspiring their influence across networks. The study recommends that the leaders should be responsive to staff issues since responding to staff issues promptly shows that the leaders care and this engender intention to stay longer in the organization thus making strategy implementation faster and easier.

Key words: Leadership style, Performance, Strategic Leadership, Kajiado County Government

1. INTRODUCTION

In a study carried out by Kotter & Best (2006) the real challenge in strategic plan rests with turning tactic into a strategy for the company and doing this requires effective implementation. Implementation involves activities that effectively put the plan to work. Implementation of the tactic drives the strategy of the company. Strategy implementation is likely to be successful when congruence is achieved between several elements crucial to this process. This may be grouped into two groups of structure and process elements. Structure defines the configuration of a company showing the relationships that exists between the various parts of the company. The process element includes leadership, culture, resources and other administrative procedures. The structure of the company should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the strategy itself. Chandler (2012) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations.

2. PROBLEM STATEMENT

Previous studies have fallen short of explaining exhaustively variations in performance specifically on the influence of leadership style and organizational performance. In a study

carried out by Achira & Muturi, (2015), on the effects of business strategies on the performance of commercial banks in Kenya, the study found out that banks practice leadership styles and in their operations to varying extents thus resulting to performance. The study by Achira & Muturi, (2015), above was carried out in banks while the present study will be carried out in a public institution thus providing new knowledge on devolved government and strategic plan implementation. This study intends to investigate whether poor performance in County government can be attributed to poor strategy implementation. This study is guided by the research question: what is the relationship between leadership style strategic plan implementation and organizational performance of Kajiado County Government in Kenya?

3. OBJECTIVE

The general objective of the study was to determine the effects of leadership style on performance of Kajiado county government

4. LITRATURE REVIEW

4.1 The McKinsecy 7S Framework Theory

The 7-S framework was developed by Robert Waterman, Tom Peters and Julian Philips, whilst working at the McKinsey Group. The model suggests that the strength/well-being of any organisation can be described using seven interrelated elements. Manage (2009) defines the McKinsey 7S model as a model of organizational effectiveness used in organizations to analyze the environment to investigate if it is achieving its intended objectives. The McKinsey 7S model is a holistic approach to company organization, which collectively determines how the company will operate (Karami, 2005). The McKinsey 7S Model was created by Tom Peters and Robert Waterman while they were working for McKinsey & Company and by Richard Pascale and Anthony Athos at a meeting in 1978 (Peters and Waterman, 2011).

According to the model, managers, need to take account of seven basic factors to be sure of successful implementation of a strategy. These include strategy, structure, systems, style, staff, shared values, and skills. These factors are all interdependent, thus failure to pay proper attention to one, marks the beginning of failure (Peters and Waterman, 1982). The 7-S model posits that organizations are successful when they achieve an integrated harmony of all these factors (Barney, 1991). The hard components are normally feasible and easy to identify in an organization as they are normally well documented and seen in the form of tangible objects or reports such as strategy statements, corporate plans, organizational charts and other documents. The remaining fours are more difficult to comprehend (Dunphy and Stace, 1988). The McKinsecy 7S Framework Theory is significant in describing leadership style on performance of Kajiado county Government.

4.2 Leadership Style

First of all, ineffective leadership is a factor mentioned by almost all researchers as a reason hindering the implementation of strategy. In study carried out by Alexander (2015) found that ineffective coordination of implementation activities was one of the causes of failure. This finding is confirmed by Al-Ghamdi (2008), who performed a similar research in the United Kingdom. In a study carried out by Beer & Eisenstat (2010) found that the quality of direction, which describes multiple ways in which senior management can be ineffective. Senior management sometimes bypasses middle management, and directly obtains information from

and gives orders to the lower level employees, causing ineffective communication lines in the implementation team.

In a study carried out by Beer & Eisenstat (2010) posits that this causes a situation in which conflicts are avoided and value-adding discussions on decision-making are lost. State that leadership in many teams does not make the necessary trade-offs they face during the implementation. Instead, they create vague strategic objectives which do not provide effective direction for implementation.
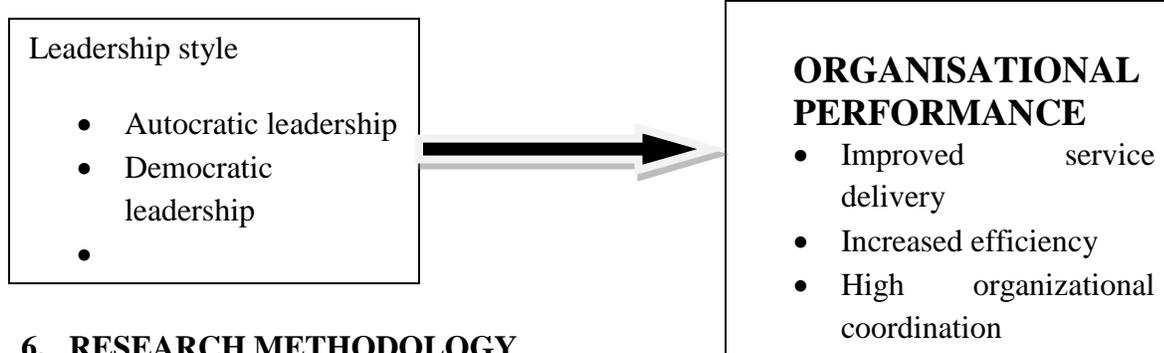
4.3 Organisational Performance

Organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals. Financial metrics have served as a tool for comparing organizations and evaluating an organization's behavior over time. A number of prior studies have measured organizational performance using both financial and market criteria, including return on investment (ROI), market share, profit margin on sales, the growth of ROI, the growth of sales, the growth of market share, and overall competitive position. In line with the above literature, the same items will be adopted to measure organizational performance in this study, (Cook, & Campbell, 2006).

Financial performance is termed as performance related to the financial prospect such as measurement of increase in portion of market share, returns of investment growing, increase profit margin and enhances competitive position (Stock, 2000). For this study, financial performance and non-financial performance will be used to evaluate on organizational performance and it will be categorized accordingly in the following section. Organizational performance is typically refers to the ability of an organization to accomplish its markets and financial goals Ales (2009), measured over the planned outcome and normally it is related to both financial performance and non-financial performance. These two important dimensions of organizational performance and the classification for each of the specific dimensions of financial performance and non-financial performance are discussed through following section. Non-financial performance is termed as performance related to operational prospect such as response time on product design changes, time for product volume changes, processes accurate orders, increase speed of order handling and so on which are related to the operational performance that will not directly effect on the financial figure but will indirectly effect on the organizational performance (LaLonde, 1998).

5. CONCEPTUAL FRAMEWORK

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objective. This is illustrated in figure 2.2 below showing the two types of the variables.

Leadership style

- Autocratic leadership
- Democratic leadership
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ORGANISATIONAL PERFORMANCE
- Improved service delivery
- Increased efficiency
- High organizational coordination

6. RESEARCH METHODOLOGY

Research design is the basic plan that indicates an overview of the activities that are necessary to execute the research project. The study adopted a descriptive research design since the study intended to gather quantitative and qualitative data that would establish the impact of effective implementation of strategic plan on employee performance in Kajiado County government. According to Mugenda and Mugenda (2003) descriptive research was used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. The study considered this design appropriate since it would facilitate gathering of reliable and accurate data that would clearly describe the impact of effective implementation leadership plan strategy on organisational performance in Kajiado County government.

Target population as defined by Frederic (2010), is a universal set of the study of all members, real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population was the executive, county assembly clerk, supervisors and heads of departments of Kajiado County Government. The county was further sub divided into sub counties that includes; Kajiado North, Kajiado Central, Kajiado Central, Kajiado East and Kajiado West. This included the management on permanent and temporary contracts of employment which is 500 managers. The managers were drawn from the human resource department, finance department, County Government Investment and Public Enterprises, Internal Audit and Procurement, law enforcement.

The study used stratified sampling technique. The sampling technique chosen was based on the target population being heterogeneous. Orodho, (2003) states that stratified samples are applicable if a population from which a sample is being drawn does not constitute a homogeneous group. Stratified random sampling technique was used as it would ensure that all the different categories were to be represented. According to Mugenda (2003), stratified technique is advantageous as it samples each subpopulation (stratum) independently by grouping members of the population into relatively homogeneous subgroups before sampling. This would improve the representativeness of the sample by reducing sampling error. The target population was stratified into senior level manager from Kajiado North, Kajiado South, Kajiado Central, Kajiado East and Kajiado West. The study used a single proportion method for sample size determination as it is estimated to have a high level of precision. The formula for sample size calculation according to Fischers, (2003) is:

$$n = \frac{Nz^2 * .25}{d^2 * \lceil N - 1 \rceil + \lfloor Z^2 * .20 \rfloor}$$

Where:

n= sample size

Z=standard deviation at 95% confidence level (1.96

d= precision level 0.05

N=Total number of population = 500

$$n = \frac{500 * 1.96^2 * .25}{0.05^2 * \lceil 500 - 1 \rceil + \lfloor 1.96^2 * .25 \rfloor} = 101$$

Thus, the sample size consisted of a total of 101 employees at managerial level from Kajiado North, Kajiado Central, Kajiado South Kajiado East and Kajiado West. Simple random sampling technique was used to select samples from the stratum (individual categories). A total of 101 individuals were selected. The study collected Primary data using semi-structured questionnaires where the respondents were issued with the questionnaires. Questionnaires were preferred because according to Cox (2000), they are an effective data collection instrument that allows respondents to give much of their opinions in regard to the research problem.

According to Festing (2007) the information obtained from questionnaires was free from bias and researchers' influence and thus accurate and valid data will be gathered. The aim of the pilot study was to test the reliability of the questionnaires. According to Ebrahim (2003), a pilot test is necessary for testing the reliability of data collection instruments. Cox (2000), explains reliability of research as determining whether the research will truly measure that which it was intended to measure or how truthful the research results will be. Pilot study was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a sample.

The researcher selected a pilot group of 10 individuals from the target population to test the reliability of the research instrument. The pilot data was not to be included in the actual study. The pilot study allowed for pre-testing of the research instrument. The clarity of the research instruments to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that required modification. The result helped the researcher to correct inconsistencies that will be seen to arise from the instruments, which ensured they measure what is intended.

In order to check for validity of the instrument the opinion of the supervisor was sought to check for the instrument content validity. In order to check reliability of the results, the study used Cronbach's alpha methodology, which was based on internal consistency. Cronbach's alpha measures the average of measurable items and its correlation. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Descriptive analysis was used; this included the use of weighted means, standard deviation, relative frequencies and percentages. The Statistical Package for Social Sciences (SPSS) computer software was used to generate data array that was used for subsequent analysis of the data. SPSS has descriptive statistics features that would assist in variable response comparison and give clear indications of

response frequencies. The data was coded to enable the responses to be grouped into various categories. Descriptive statistics was used to summarize the data. This included percentages and frequencies. Tables and other graphical presentations would appropriately used to present the data that would be collected for ease of understanding and analysis. Regression analysis would be used to establish the relationship between the study variable.

7. RESULTS AND DUSCUSSION

The study sought to establish whether leadership had an effect on performance. The results were recorded in table 1 below.

7.1 Descriptive Statistics

Table 1: Leadership Styles and Performance

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	St. Dev.
Our leaders make quick decision	26%	47%	28%	0%	0%	3.968	.396
There is always effective communication in our county	34%	51%	16%	0%	0%	3.862	.321
Our leaders are actively involved in strategy implementation	38%	30%	33%	0%	0%	3.545	.368
Leadership provide employee with adequate resources to support strategy	22%	49%	29%	0%	0%	4.206	.541
Our leaders make quick follow-ups give feedback on performances.	32%	59%	10%	0%	0%	4.214	.674
Our leaders are friendly and welcoming	28%	43%	29%	0%	0%	4.654	.652
Our leaders are quick to solve problem and offer solution	28%	62%	10%	0%	0%	4.358	.574
Our leaders provide necessary support and advice that leads to our success.	24%	47%	29%	0%	0%	3.974	.974

The study above shows that 73% agreed, 28% were neutral while none disagreed that their leaders make quick decision. On the other hand, 85% agreed, 16% were neutral while none disagreed that there is always effective communication in our county. Moreover, 68% agreed, 33% were neutral while none disagreed that their leaders are actively involved in strategy implementation. Further, 71% agreed, 10% were neutral while none disagreed that their leaders make quick follow-ups give feedback on performances. Nevertheless, 71% agreed, 29% were neutral while none disagreed that their leaders are friendly and welcoming. In addition, 90%

agreed, 10% were neutral while none disagreed that their leaders are quick to solve problem and offer solution. Finally, 71% agreed, 29% were neutral that their leaders provide necessary support and advice that leads to our success.

The study further sought to establish how else leadership affects performance of Kajiado county Government. The respondents were interviewed on the same. The respondents said that through good leadership, employees are motivated to work and be productive. Further, respondents indicated that a leader accomplishes ends through imparting a clear, compelling vision, sees to it that the vision is built into strategic planning, and that it guides action throughout the organization. These results were in line with Bass & Avolio, (2000) who argues that the leader empowers followers through a shared vision, trust and common values, inspiring their influence across networks. By contrast transactional model of leadership offers incentive based exchange between the leader and follower in return for enhanced performance. This approach is task focused, based on hierarchy, bypasses the requirement to engage individual and concerns maintenance and monitoring a pre-existing service, having an operational rather than a strategic focus.

The study sought to establish the respondents' knowledge on organisational performance**.** The results are presented in Table 2.

Table 2: Organisational Performance

Statement	SA	A	N	D	SD	Mean	St. Dev.
Our revenues in the county have increased in the last five years.	63%	29%	16%	0%	0%	4.334	.524
Our county has been able to upgrade key infrastructure in the region -such as roads and social amenities	49%	39%	12%	0%	0	3.441	.244
There is low turnover of staff in the last five years	39%	45%	16%	0%	0%	3.334	.464
Our key stake holders are satisfied and associate with us very well	53%	29%	18%	0	0	4.265	.541
Our employees get paid on time and promptly	33%	55%	12%	0	0%	4.243	.685
Our county has attracted more professional employees	32%	53%	12%	0%	4%	4.145	.320
Our reliance on borrowed funds has gone down in the last five years	39%	35%	26%	0%	0	3.557	.523

Statement	SA	A	N	D	SD	Mean	St. Dev.
Suppliers and other service providers are paid timely and promptly.	30%	49%	22%	0%	0	3.467	.254

The study from table 4.2 indicates that 92% of the respondents agreed, 16% were neutral while none disagreed that their revenues in the county have increased in the last five years. On the other hand, 88% agreed, 12% were neutral while none disagreed that their county has been able to upgrade key infrastructure in the region -such as roads and social amenities. Further, 84% agreed, 16% were neutral while none disagreed that there is low turnover of staff in the last five years. Moreover, 82% agreed, 18% were neutral while none disagreed that their key stake holders are satisfied and associate with us very well. On the other hand, 88% of the respondents agreed, 12% were neutral while none disagreed that their employees get paid on time and promptly. Further, 85% agreed, 12% were neutral while none disagreed that their county has attracted more professional employees. Nevertheless, 74% agreed, 26% were neutral while none disagreed that their reliance on borrowed funds has gone down in the last five years. Finally, 79% agreed, 22% were neutral while 4% disagreed that suppliers and other service providers are paid timely and promptly. It is therefore clear from the study that through adherence and formulation of strategy, the organisation realises performance as indicated from the results above.

7.2 Inferential Statistics

The study sought to establish the relationship between leadership styles and organizational performance in Kajiado County. Whereby Y represent the Y= Organization Performance, X_1 is leadership styles, ε= Error Term B_0 is the model's constant, and $\beta_1 - \beta_4$ are the regression coefficients while ε is the model's significance from f-significance results obtained from analysis of variance (ANOVA).

Table 3: Model's Goodness of Fit Statistics

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.634[a]	.548	.503	.1653	1.321

a. Predictors: (Constant), leadership styles

Table 3 shows that there is a good linear association between the dependent and independent variables used in the study. This is shown by a correlation (R) coefficient of 0.634. The determination coefficient as measured by the adjusted R-square presents a moderately strong relationship between dependent and independent variables given a value of 0.503. Durbin Watson test was used as one of the preliminary test for regression which to test whether there is any autocorrelation within the model's residuals. Given that the Durbin Watson value was close to 2 (1.321), there was no autocorrelation in the model's residuals.

Table 4: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.164	4	.541	11.657	.037[a]
	Residual	9.775	115	.085		
	Total	11.939	119			

a. Predictors: (Constant), leadership styles) b. Dependent Variable: Organizational Performance

The ANOVA statistics presented in the table above was used to present the regression model significance. An F-significance value of p = 0.037 was established showing that there is a probability of 3.7% of the regression model presenting a false information. Thus, the model is significant. Pearson's correlation coefficient test is a basic technique to investigate the relationship between two quantitative continuous variables. The primary use of this test is to measure the strength or degree of linear association between two variables. Correlation coefficient ranges from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation and a value of +1.00 represents a perfect positive correlation. A value of 0.00 represents no correlation between the variables.

Positive correlation indicates that both the variables increase or decrease together and negative correlation indicates that if one variable increases then the other decreases and vise versa. Large correlation indicates stronger relationship between the variables. The statistical significance of the relationship is expressed in the probability level p (for example, significant at p= .05). A small p value indicates a more significant relationship between two variables. Correlations provide evidence of association between variables but do not demonstrate causality.

To check if there any co-relation exists between the relationship between strategic plans implementation and organizational performance, a separate correlation test was done which showed that there is a relationship with a very strong positive correlation of +1 (Table 4.9).

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.434	.425		8.545	.035
Leadership style	.512	.685	.257	2.412	.039

a. *Dependent Variable: Organization Performance*

From the model, when other factors (Leadership style) are at zero, the Organization Performance will be 3.434. The findings, further, shows that unit increase in leadership style would lead to a 0.512 increase in organization performance. The study therefore indicates that there is a significant relationship between leadership style and organisation performance. These findings were in line with Alexander (2015) that ineffective leadership is a factor mentioned by almost all researchers as a reason hindering the implementation of strategy. Ineffective coordination of implementation activities was one of the causes of failure.

8. SUMMARY OF FINDINGS

The study sought to establish how leadership affects performance of Kajiado county Government. The respondents were interviewed on the same. The respondents said that through good leadership, employees are motivated to work and be productive. Further, respondents indicated that a leader accomplishes ends through imparting a clear, compelling vision, sees to it that the vision is built into strategic planning, and that it guides action throughout the organization. These results agree with Bass & Avolio, (2000) who argues that the leader empowers followers through a shared vision, trust and common values, inspiring their influence across networks. By contrast transactional model of leadership offers incentive based exchange between the leader and follower in return for enhanced performance. This approach is task focused, based on hierarchy, bypasses the requirement to engage individual and concerns maintenance and monitoring a pre-existing service, having an operational rather than a strategic focus.

9. CONCLUSION

The study concludes that leadership affects performance of Kajiado county Government. Through good leadership, employees are motivated to work and be productive. The leader empowers followers through a shared vision, trust and common values, inspiring their influence across networks.

10. RECOMMENDATIONS

The leaders should be responsive to staff issues since responding to staff issues promptly shows that the leaders care and this engender intention to stay longer in the organization thus making strategy implementation faster and easier.

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