
**TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES AND
IMPLEMENTATION OF TURNAROUND STRATEGIES IN DEVOLVED
GOVERNMENTS IN NYANZA REGION, KENYA**

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Abstract

The main aim of the study was to assess the transformational and transactional leadership styles' impact on the successful implementation of turnaround strategies in county governments in the Nyanza Region of Kenya. The study used a descriptive study design. The target population for this study comprised county chief officers, county executives, and county heads of departments, totaling 180 respondents. The sample size for this study was 124 respondents. The study focused on the county governments in the Nyanza Region of Kenya, which had experienced leadership issues and gained attention due to leadership conflicts. This study utilized simple random and purposive sampling methods. Questionnaires were used to obtain primary data, while the review of county reports provided secondary data. The data obtained was analyzed using Statistical Package for Social Sciences (SPSS) version 23, with the Regression Model serving as the overall model to determine the relationship between the dependent and all the independent variables. The study indicated that there was a positive linear effect of transformational leadership on turnaround strategies in devolved governments ($\beta_1=.297$, $p=0.000$). It was further established that transactional leadership has a positive and significant effect on turnaround strategies in devolved governments ($\beta_2=.332$, $p=0.000$). The study concluded that transformational and transactional leadership styles have been found to have a statistically significant and positive effect on the successful implementation of turnaround strategies. The study recommends that devolved governments should encourage and foster transformational and transactional leadership practices among their leaders.

Keywords: *Transformational Leadership, Transactional Leadership, Turnaround Strategies, Devolved Governments*

INTRODUCTION

Devolving government turnaround strategies can be implemented using a set of measures that are designed to address a decline in performance. These strategies are important since they mark an upturn phase of a government after a period of significant negativity (Ridley-Duff & Breese, 2018). Devolved governments present unique challenges that require specifically tailored turnaround strategies to address them effectively. According to the State of Local Government Report these types of government typically operate at a subnational level, with responsibilities and powers delegated from higher levels of authority. Due to this decentralization, devolved governments face diverse issues related to their specific

jurisdiction areas such as economic development, environmental policies or healthcare provision.

The implementation of turnaround strategies in devolved governments in Asia marks a pivotal step towards addressing the challenges faced by these nations. With a diverse range of political, cultural, and socio-economic landscapes, Asia's devolved governments have sought leadership approaches to drive positive change (Brillantes & Perante-Calina, 2018). Devolved governments in Asia have implemented turnaround strategies to address issues of governance, public service delivery, and economic development. Devolved governments in South America are facing significant challenges in implementing effective turnaround strategies. The complexity of the political and economic systems, cultural differences and lack of resources pose obstacles for these governments to efficiently address issues such as poverty, violence, education and healthcare (McGuinn, 2016). In some cases, devolution has been a way to decentralize power from national to subnational authorities; however, this process is not always accompanied by an increase in financial or administrative autonomy." This lack of autonomy can lead to inefficient decision-making processes that impede progress toward achieving tangible results. Moreover, district-wide turnaround strategies frequently involve teacher dismissals which further exacerbates job insecurity for educators serving low-income communities (Murphy & Bleiberg, 2019).

Devolved governments in Africa face unique challenges in implementing effective turnaround strategies. This is due to various factors, including systemic issues like policy and legislative constraints as well as political factors that hinder the implementation process. The State of Local Government Report highlights several weaknesses that undermine local government systems in South Africa; these include accountability systems, capacity and skills constraints, weak intergovernmental support and oversight, and issues associated with the inter-governmental fiscal system (JakoetSalie, Taylor & Raga, 2016). These problems are not limited to South Africa but extend across other African countries struggling to implement devolved governance effectively. The lack of proper accountability mechanisms undermines trust between citizens and their elected representatives while limiting transparency needed for good governance (Mkunukelwa, 2019).

The implementation of turnaround strategies in devolved governments in Nyanza Region, Kenya has been a major undertaking, and one that has presented a number of challenges. One of the biggest challenges has been the need for new leadership styles and turnaround strategies. The traditional leadership style in Kenya has been one of top-down, authoritarian control. This style has been effective in some settings, but it is not well-suited to the devolved governments model (Tsofa, Goodman, Gilson & Molyneux, 2017). The devolved government model requires a more collaborative, bottom-up approach to leadership. One of the most effective leadership styles for devolved governments is transformational leadership. Transformational leaders are able to inspire and motivate their followers to achieve great things. Devolved governments need to ensure that they are providing high-quality services to their citizens. This means being responsive to their needs, and being efficient and effective in delivering those services (Kimathi, 2017).

Statement of the Problem

In an ideal situation, devolved governments in the Nyanza region of Kenya effectively and efficiently delivered services to their citizens. This meant that citizens had access to quality education, healthcare, and infrastructure. It also meant that citizens were able to participate in decision-making processes at the local level. However, the devolved governments struggled to deliver services effectively and efficiently. This was due to a number of factors, including corruption, political interference, and a lack of resources. As a result, citizens did not receive the services they needed and deserved. According to a 2022 report by the Kenya National Bureau of Statistics, only 50% of Kenyans had access to quality education. The report also

found that only 40% of Kenyans had access to quality healthcare. These statistics suggested that there was a significant need for improvement in the delivery of services by devolved governments. The unemployment rate in the region was 40%, which was significantly higher than the national average of 30%. The poverty rate in the region was 45%, which was also significantly higher than the national average of 40%. The illiteracy rate in the region was 25%, which was again significantly higher than the national average of 20%. These statistics painted a bleak picture of the situation in the Nyanza region. A 2019 study by the Kenya Institute for Public Policy Research and Analysis found that only 30% of people in the Nyanza region were satisfied with the quality-of-service delivery by devolved governments. A 2020 study by Transparency International Kenya found that corruption was a major problem in the Nyanza region, with 70% of people saying that they had been asked to pay a bribe to access a government service. A 2021 study by the World Bank found that the gap between the rich and the poor in the Nyanza region was growing, with the richest 10% of people owning more than 40% of the wealth. There was a research gap in terms of specific statistics and studies focusing on the implementation of turnaround strategies in devolved governments in the Nyanza region of Kenya. While there were studies on related topics such as management practices in county governments, the research results did not provide direct statistics or research specifically addressing the implementation of turnaround strategies in the Nyanza region. This research gap highlighted the need for further studies and data collection to understand the specific challenges, progress, and outcomes of implementing turnaround strategies in this region. The current study therefore sought to fill the existing research gap by exploring the role of leadership styles in the successful implementation of turnaround strategies in devolved governments in the Nyanza Region, Kenya.

Research Objectives

- i. To determine the effect of transformational leadership style on the successful implementation of turnaround strategies in devolved governments in Nyanza Region, Kenya.
- ii. To find out whether transactional leadership style influences the successful execution of turnaround strategies in devolved governments in Nyanza Region, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Transformational Leadership Theory

The transformational leadership theory was first proposed by James MacGregor Burns (1978) to distinguish those leaders who have strong motivational relationship with their followers and subordinates and those who widely focus on exchange with transformational leadership to create results. Nowadays, organizations need to increase their knowledge and awareness about the environment and to create wide organizational changes for survival and development. The role of leaders who move the organization towards the future, recognize the environment need and to facilitate appropriate changes, become more evident. Such leaders are called transformational leaders (Korejan et al., 2016). Transformational leadership refers to leaders who seek to create ideas and new perspectives to create a new path of growth and prosperity in front of the organization by developing commitment, passion and loyalty among managers and staff, they mobilize organizations' members to make fundamental changes and basis of the organization.

Transactional Leadership Theory

Political scientist James McGregor Burns advanced on Weber's theories. In his 1978 Book "Leadership" Burns argued that both transactional and transformational leaders must be moral and have a high purpose. In Burns' model, transactional leaders espouse honesty, fairness, responsibility, and honoring commitments. In the 1980s and 1990s, researchers including Bernard M. Bass, Jane Howell and Bruce Avolio defined the dimensions of

transactional leadership: Contingent reward, the process of setting expectations and rewarding workers for meeting them, passive management by expectation, where a manager does not interfere with workflow unless an issue arises, active management by exception, in which managers anticipate problems, monitor progress and issue corrective measures.

Transactional Leadership Theory assumes that leadership is based on a social exchange between the leader and the followers, where both parties have specific expectations and exchange rewards and punishments based on performance. Transactional Leadership Theory assumes that leadership is a transactional relationship between leaders and followers, where both parties have specific expectations and engage in a social exchange. It posits that leaders motivate and direct followers through contingent rewards and punishments based on performance, employing a management-by exception approach to intervene only when deviations from established standards occur. The theory assumes that followers are primarily motivated by external rewards, and leadership operates within a hierarchical structure with limited emphasis on long-term follower development.

Conceptual Framework

A conceptual framework describes the interconnections among variables, and the elaboration of these variables addressed the issues of why, or how researchers expected relationships to exist (Mathooko et al., 2011).

Independent variables

Dependent Variable

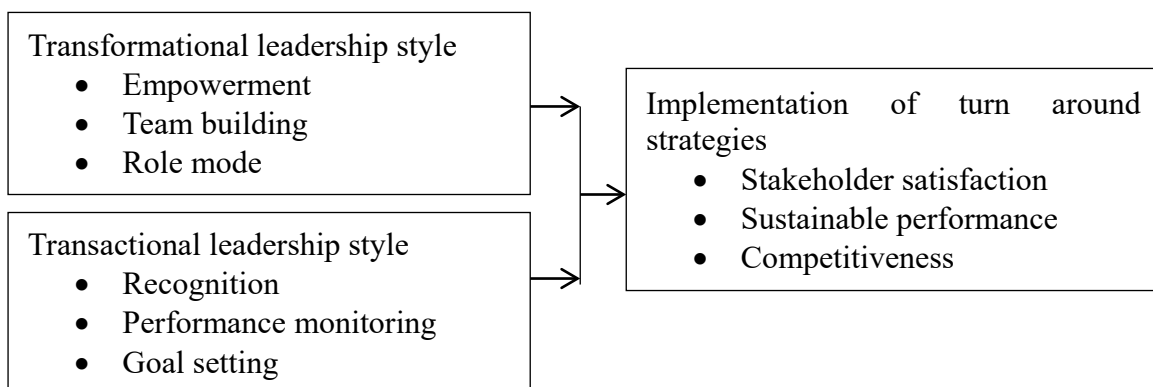


Figure 1: Conceptual framework

Empirical Review

According to Ibrahim and Daniel (2019), the transformational leader was an ethical manager who fostered moral growth and responsibility in their team members. Instilling a stronger desire in the subordinates to contribute to the group's success had helped achieve this. By emphasizing the importance of subordinates' principles while offering them direction on how to align those values with the organization's, transformational leaders inspired their staff to go above and beyond the call of duty (Barasa & Kariuki, 2020). The leaders fostered an environment where workers were encouraged to think outside the box and contribute fresh perspectives that helped the company adapt to its ever-changing external surroundings.

Mwangi and Kwasira (2015) analyzed the impact of transformational leadership on organizational change in a sample of public secondary schools in the Nakuru North subcounty of Kenya. This study aimed to investigate the role of transformational leadership in facilitating institutional shifts in Nakuru North Sub County. The researchers also aimed to learn how inspirational leadership affected organizational transformation. The study employed a stratified random sampling technique to select 81 participants from the membership population to participate in the survey. The research confirmed the importance of transformational leadership in bringing about change in an organization. It motivated people and was crucial for implementing structural shifts at educational institutions.

The study by Karanja, Were, and Muturi (2021) examined the impact of transformational leadership styles on the level of public participation within county governments in Kenya. The research study employed a combination of descriptive and explanatory research designs. The study sample consisted of registered voters in all 47 Counties in Kenya. The study employed a two-stage sampling technique to choose eight counties and a sample size of 400 respondents for participation. The research employed descriptive statistics, Pearson's correlations, and regression analysis as the methods for data analysis. The study's results indicated a statistically significant relationship between the utilization of a transformational leadership style and the level of public participation in County governments in Kenya.

A study by Munga, Momanyi, and Omari (2021) explored the impact of various strategic leadership styles on the performance of County governments in Kenya. The study focused on County governments within the Lake Region economic bloc targeting 592 participants, including deputy directors, directors, and chief officers. The study used stratified and simple random sampling techniques to collect data through questionnaires from a sample size of 309 participants. They analyzed the collected data using descriptive statistics like mean, percentages, tables, graphs, standard deviation, and Pearson correlation moment. The study's results revealed that leaders in the County government frequently used democratic leadership strategies, formulated policies that led to effective management, and developed strategic plans to help achieve organizational objectives.

A study conducted by Kimura, Gakure, Arasa, and Waititu (2017) examined the effect of leadership styles on the outcomes of performance contracting in Local Authorities in Kenya. The research utilized a correlational design and employed a stratified random sampling technique to select a sample of 175 Local Authorities from a total of 328 in Kenya. The study collected data from employees in local authorities through questionnaires and used descriptive and inferential statistics for analysis. The research findings indicated a significant correlation between leadership style and the effectiveness of performance contracting.

Ongige (2018) sought to find out the influence of leadership styles on the implementation of devolved governments in Kenya. To achieve these research objectives, a descriptive research design was adopted. Simple random sampling was employed to select respondents for this study, and the required data was collected by the use of questionnaires. The results showed that the transactional leadership style, with a correlation coefficient of 0.9536, had the strongest influence on the devolved governments followed by transformational leadership, which positively affected the followers and institutional performance with a correlation coefficient of 0.5526, servant leadership where a leader served as a model for others in his revolutionary approach, where its correlation coefficient was 0.148, and participative leadership style which dragged decision making as consensus was sought from subordinates, which could not be achieved easily, had correlation coefficients of 0.0438. From the study, it was evidenced that the transactional type of leadership was appropriate and applicable in the devolved government as opposed to participative type of leadership, which was advocated by the Kenyan constitution of 2010 under article 118 and by other researchers.

METHODOLOGY

The research design adopted in this study was descriptive (ex post facto). It involved the use of a descriptive-normative survey, with the results of the study being compared with the norm. The target group was the senior management staff of all the departments of devolved government in the Nyanza Region.. The target population was 180 respondents. The research utilized purposive and stratified random sampling techniques, in which participants were selected in a manner that aimed to replicate the sub-groups present in the overall population (Kothari, 2016). The study sample was determined using Slovin (2014) formula. $n = N / (1 + Ne^2)$ where: n=desired sample size, N=Total population, e= error term

$n = 180 / (1 + 180 * 0.05^2) = 124.138 \approx 124$ respondents. Therefore, the study used a total of 124 respondents as a sample size. Primary data was collected using questionnaires consisting of closed-ended and structured questions which were standardized to allow for comparisons of results among the various respondents. Data analysis was based on descriptive statistics such as measures of location (mean) and measures of dispersion (standard error mean), as well as inferential statistics mainly Pearson correlation, multilinear regressions, analysis of variance, and step-wise multiple regression.

FINDINGS AND DISCUSSION

Descriptive Analysis of the Study

This section represents the descriptive statistics in relation to the study. The study used mean averages; percentages and standard deviations to present the study findings.

Transformational leadership style

The study first to determine the effect of transformational leadership style on the successful implementation of turnaround strategies in devolved governments in Nyanza Region, Kenya. Table 1 presents the study results.

Table 1 Transformational leadership style

Statements		SA	A	UD	D	SD	Mean	Std. Dev
The county government leadership encourages empowerment of employees through delegation	F %	25 23.1	55 50.9	8 7.4	11 10.2	9 8.3	3.70	1.18
There has been an effective team building process brought about by the leaders.	F %	30 27.8	49 45.4	8 7.4	13 12.0	8 7.4	3.74	1.20
There has been good role modelling from the county Leaders	F %	29 26.9	50 46.3	4 3.7	18 16.7	7 6.5	3.70	1.22
Transformative leadership has been effectively practiced through inspirational communication	F %	29 26.9	49 45.4	9 8.3	15 13.9	6 5.6	3.74	1.16

Table 1 shows that 80(74.0%) of the respondents agreed that the county government leadership encourages empowerment of employees through delegation. However, 20(18.5%) of the respondents disagreed that the county government leadership encourages empowerment of employees through delegation. Further, the study findings showed in terms of means and standard deviation the respondent agreed that the county government leadership encourages empowerment of employees through delegation (Mean=3.70, Std. dev=1.18).

Also, 79(73.2%) of the respondents agreed that there has been an effective team building process brought about by the leaders. But, 21(19.4%) of the respondents disagreed that there has been an effective team building process brought about by the leaders. Further, the study findings showed that the respondent agreed in terms of means and standard deviation that there has been an effective team building process brought about by the leaders. (Mean=3.74, Std. dev=1.20).

Further, 79(73.2%) of the respondents agreed that there has been good role modelling from the county Leaders. However, 25(23.2%) of the respondents disagreed that there has been good role modelling from the county Leaders. Further, the study findings showed in terms of means and standard deviation that the respondent agreed that there has been good role modelling from the county Leaders (Mean=3.70, Std. dev=1.22).

Finally, 78(72.3%) of the respondents agreed that transformative leadership style has been effectively practiced through inspirational communication. However, 21(19.5%) of the respondents disagreed that transformative leadership style has been effectively practiced

through inspirational communication. Further, the study findings showed in terms of means and standard deviation that the respondents agreed that transformative leadership style has been effectively practiced through inspirational communication (Mean=3.74, Std. dev=1.16). The study findings also reveal that transformational leadership style have a positive effect on the successful implementation of turnaround strategies in devolved governments in Nyanza Region, Kenya

This implies that transformational leadership style can have an effect on the successful implementation of turnaround strategies in devolved governments by fostering a culture of employee empowerment through delegation, promoting effective team building processes, setting a positive example through role modeling, and practicing inspirational communication. The majority of respondents in the study agreed that these leadership attributes were present within the county government leadership, as indicated by the high agreement percentages and mean scores in the survey responses. This suggests that transformational leadership style plays a crucial role in driving positive organizational outcomes, such as the successful implementation of turnaround strategies, within the context of devolved governments in Nyanza Region, Kenya.

Transactional leadership style

Table 2: Transactional leadership style

Statements	SA	A	UD	D	SD	Mean	Std.Dev
Good leadership in the county is recognized and rewarded	F 29	44	6	20	9	3.59	1.29
	% 26.9	40.7	5.6	18.5	8.3		
As part of practicing transactional leadership performance monitoring is effectively done	F 32	50	5	12	9	3.78	1.23
	% 29.6	46.3	4.6	11.1	8.3		
Leaders set clear goals for its performance	F 22	52	6	17	11	3.53	1.26
	% 20.4	48.1	5.6	15.7	10.2		
Leadership effectiveness is linked and supported by contingent rewards	F 33	46	6	15	8	3.75	1.24
	% 30.6	42.6	5.6	13.9	7.4		

Table 2 shows that 73(67.6%) of the respondents agreed that good leadership in the county is recognized and rewarded. However, 29(26.8%) of the respondents disagreed that good leadership in the county is recognized and rewarded. Further, the study findings showed in terms of means and standard deviation that the respondent agreed with the statement that good leadership in the county is recognized and rewarded (Mean=3.59, Std. dev=1.29).

Also, 82(75.9%) of the respondents agreed that as part of practicing transactional leadership style performance monitoring is effectively done. However, 21(19.4%) of the respondents disagreed that as part of practicing transactional leadership style performance monitoring is effectively done. Further, the study findings showed in terms of means and standard deviation that the respondents agreed that as part of practicing transactional leadership performance monitoring is effectively done (Mean=3.78, Std. dev=1.23).

Further, 74(68.5%) of the respondents agreed that leaders set clear goals for its performance. However, 28(25.9%) of the respondents disagreed that leaders set clear goals for its performance. Further the study findings showed that the respondents agreed in terms of means and standard deviation that leaders set clear goals for its performance (Mean=3.53, Std. dev=1.26).

Finally, 79(73.2%) of the respondents agreed that leadership effectiveness is linked and supported by contingent rewards. However, 23(21.3%) of the respondents disagreed that leadership effectiveness is linked and supported by contingent rewards. Further, the study findings showed in terms of means and standard deviation that the respondent agreed that

leadership effectiveness is linked and supported by contingent rewards (Mean=3.75, Std. dev=1.24).

The study findings also reveal that transactional leadership style has a positive effect on the successful execution of turnaround strategies in devolved governments in Nyanza Region, Kenya. This implies that transactional leadership style practices such as recognizing and rewarding good leadership, effective performance monitoring, setting clear performance goals, and linking leadership effectiveness to contingent rewards contribute significantly to the successful execution of turnaround strategies. The majority of respondents in the study agreed that these transactional leadership styles attributes were present within the county government, as indicated by the high agreement percentages and mean scores in the survey responses. Therefore, transactional leadership style plays a crucial role in driving positive organizational outcomes in the context of devolved governments in the region.

Turnaround strategies implementation in devolved governments

Table 3 Turnaround strategies implementation in devolved governments

Statements		SA	A	UD	D	SD	Mean	Std.Dev
High stakeholder satisfaction has been achieved	F %	29 26.9	46 42.6	6 5.6	15 13.9	12 11.1	3.60	1.32
The county through good leadership has achieved sustainable performance	F %	29 26.9	42 38.9	9 8.3	15 13.9	13 12.0	3.55	1.34
High competitiveness in the county leadership has been achieved	F %	27 25.0	51 47.2	6 5.6	12 11.1	12 11.1	3.64	1.28
The counties have experienced improved financial performance.	F %	35 32.4	48 44.4	2 1.9	14 13.0	9 8.3	3.80	1.26

Table 3 shows that 75(69.5%) of the respondents agreed high stakeholder satisfaction has been achieved. However, 27(25.0%) of the respondents disagreed that high stakeholder satisfaction has been achieved. Further, the study findings showed in terms of means and standard deviation that the respondent agreed with the statement that high stakeholder satisfaction has been achieved (Mean=3.60, Std. dev=1.32).

Also, 71(65.8%) of the respondents agreed that the county through good leadership has achieved sustainable performance. However, 28(25.9%) of the respondents disagreed that the county through good leadership has achieved sustainable performance. Further, the study findings showed that the respondent agreed in terms of means and standard deviation that the county through good leadership has achieved sustainable performance (Mean=3.55, Std. dev=1.34).

Further, 78(73.2%) of the respondents agreed that high competitiveness in the county leadership has been achieved. But, 24(22.2%) of the respondents disagreed with the statement that high competitiveness in the county leadership has been achieved. Further, the study findings showed in terms of means and standard deviation the respondent agreed that high competitiveness in the county leadership has been achieved (Mean=3.64, Std. dev=1.28).

4.Finally, 83(76.8%) of the respondents agreed with the statement that the counties have experienced improved financial performance. However, 23(21.3%) of the respondents disagreed with the statement that the counties have experienced improved financial

performance. Further, the study findings showed in terms of means and standard deviation the respondent agreed that the counties have experienced improved financial performance (Mean=3.80, Std. dev=1.26). The study results also reveal that leadership styles and implementation had an effect on turnaround strategies in devolved governments in Nyanza Region, Kenya.

Multiple Regression Analysis

Model Summary

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between leadership styles and implementation and turnaround strategies in devolved governments in Nyanza region Kenya. The results are presented in Table 4.

Table 4 Multiple Regression Model Summary

R	R Square	Adjusted R Square			Std. Error of the Estimate
.908 ^a	.824	.818			.44106
	Sum of Squares	df	Mean Square	F	Sig.
Regression	93.853	4	23.463	120.612	.000 ^b
Residual	20.037	103	.195		
Total	113.891	107			
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-.269	.188		-1.429	.156
Transformational leadership style	.297	.048	.325	6.122	.000
Transactional leadership style	.332	.058	.330	5.682	.000

The results of the regression in Table 4 indicate that $R^2 = 0.824$ and $R = 0.908$. R value gives an indication that there is a strong linear relationship between transformational leadership style and transactional leadership style, situational leadership style and participative leadership style and turnaround strategies in devolved governments in Nyanza region Kenya. The R^2 indicates that the explanatory power of the independent variables is 0.824. This means that about 82.4% of the variation in turnaround strategies in devolved governments in Nyanza region Kenya is explained by the regression model. Adjusted R^2 is a modified version of R^2 that has been adjusted for the number of predictors in the model by less than chance. The adjusted R^2 of 0.818 is slightly lower than the R^2 value. The F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced ($F = 120.612$) were significant at $p=0.000$ thus confirming the fitness of the model and therefore. This implies that the multiple regression model was a good fit for the data. Table 4 indicates there was a positive linear effect of transformational leadership style on turnaround strategies implementation in devolved governments ($\beta_1=.297$, $p=0.000$). This reveals that an increase in transformational leadership style leads to an increase in turnaround strategies implementation in devolved governments by 0.297 units. It was further established that transactional leadership style has a positive and significant effect on turnaround strategies implementation in devolved governments ($\beta_2=.332$, $p=0.000$). This implies that an increase in transactional leadership style leads to an increase in turnaround strategies implementation in devolved governments by 0.332 units.

Conclusions

Transformational leadership style has been found to have a statistically significant and positive effect on the successful implementation of turnaround strategies. This result emphasizes the importance of inspirational communication, empowerment, and effective team building in achieving strategic goals within devolved governments. Similarly, transactional leadership style has demonstrated its significance, with clear goal-setting and performance monitoring contributing to successful strategy execution. The recognition and reward of good leadership further underline the value of this leadership approach.

Recommendations

Devolved governments should encourage and foster transformational leadership style practices among their leaders. This includes empowering employees through delegation, promoting effective team building, providing role modeling, and enhancing inspirational communication. Leadership development programs should focus on cultivating these qualities to drive positive outcomes in strategy implementation.

Recognizing and rewarding good leadership practices should be institutionalized within devolved governments. Clear goal-setting, performance monitoring, and contingent rewards should be integral to leadership approaches. Performance management systems should be enhanced to ensure that leaders set clear goals and that their effectiveness is tied to measurable outcomes.

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