

Leadership On Performance Of Nakuru County Government

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Abstract: County Governments have only been in existence since March 2013. However, a lot of changes of various forms have taken place within the County government. Numerous challenges are faced by the devolved governments currently, mostly because of the resulting governance structure change, and little is known about the implications of decentralizing dogma-making power from a higher to a lower government level. Some of the challenges that have been attributed are financial misappropriation as indicated by the auditor report 2016 where the auditor general indicated that more than 70% of the counties had misappropriated funds. The study specifically sought to establish how leadership influences Nakuru County Government's performance. The concept of Kotters Change Model and Resource Based Theory guided the study. Descriptive research design was deployed. The study's target populations were 27 administrators and 93 employees from 10 Ministries in Nakuru County headquarters. In sample size determination, Nassiuma's formula was employed. Primary was gathered using a questionnaire by the drop and pick later method which was collected after two weeks. A pilot-test was done in Olkalou Town, Nyandarua County where 4 questionnaires were given to 10% of the study sample size. Qualitative data evaluation was done using SPSS version 24. Measures of dispersion, mean, frequencies and %ages were employed in descriptive statistics. The study also discovered that Nakuru County Government performance positively and significantly related ($r = 0.547$). The study concluded that interference from the political leadership has been an impediment to successful implementation of change in county government. The study also concluded that duplication of leadership roles has negatively affected successful implementation of change. Lack of a clear command structure is also a significant challenge in the county government. To increase participation the county officials should start with a consultation process that moves to negotiations and ends with joint decisions.

Keywords: Implementation, Leadership, Change, Performance

I. INTRODUCTION

The achievement of the organization's goals is the focus of organizational success. Public sector efficiency refers to the method by which activities and services are placed in place carefully so as to achieve goals in public sector organizations. The public sector's output is successful when the intended objectives are achieved by the selected resources and activities involved in the management process within a given duration (Griffin, 2017).

In Pakistan, Haroon & Shariff, (2016) found that an assessment of an organization's success is when compared to its goals. In the public sector organization performance is assessed using service delivery. Organizational performance

and effectiveness in Nigerian public organizations, according to (Zammuto, 2016), represent the extent to the management of the organization's ability in meeting the set targets or its responsiveness to segment preference for performance by meeting demands of clients through satisfaction of their needs.

Change that is properly planned and implemented is crucial to its success. Without a well-thought-out strategy backed up by tenacious project management, managing the complexity of transition is difficult. Establishing a vision for the change that is consistent with the Organization's vision and mission, recording the change situation, and designing the device adjustment are all steps in a good change planning process. Appropriate control is connected to a previously developed recording system, which drives the transition. Each

process has a governance framework that is tailored to its objectives and goals. Steering committees, change sponsors, change agents, and work stream owners are among the basic change governance responsibilities used as an establishing model (Burnes, 2014).

The mechanism and strategies for managing people's business so as to achieve the desired business result and efficiently manage the business change within the workplace social infrastructure are referred to as change implementation. It opposes the using orderly methods in ensuring channeling of change of an organization in a particular direction, driven in an organizational manner, and achieved on schedule and with quality results within the expected time frame (Davis & Holland, 2012). As Kenya's public sector strives to boost service delivery, change is a constant function.

Leadership cannot be claimed or cited as the sole contributor to progress in change management. Due to their involvement earlier in the project life cycle, leaders play a significant role in deciding change acceptance among those affected. Visionaries, defenders, and embracers are necessary qualities in top executives. Shareholders must be interested in transition implementation. They must comprehend the cause and income at the conclusion of the execution process in order to be successful. They should also be given the chance to voice their opinions about how reform should be enforced.

County governments offer a broad variety of services, including the procurement of public services and goods, by promoting public service's principles, features, and ethics. County governments further deal with the task's inter-arrival rate as well as the different types of services (Lapegue, 2016). According to Richard (2013), organizational success is comprised of three distinct areas of firm outcomes: shareholder return, product market performance and financial performance. The idea behind institutional success is that it is a charitable organization of profitable assets, such as physical, human and financial resources, aiming to achieve a common goal (Barney, 2012).

A. STATEMENT OF THE PROBLEM

In 2010, a national public vote resulted in the adoption of a new constitution. Some government functions are explicitly devolved from the national level to semi-autonomous counties across the country, according to the new constitution. Counties have the power to set targets and disburse federal funding, as well as to levy local taxes and participate in other local resource mobilization forms to increase service delivery. The policy has had a major impact on government activities in all devolved areas. Since March of 2013, county governments have existed. Within the County government, however, several reforms have occurred in different ways. Devolved governments face a number of challenges, especially because of the resulting change in governance structure, and little is known regarding the implications of the dogma-making power devolution from a higher to a lower level of government. Financial misappropriation has been cited as one of the restrictions, according to the auditor general's study from 2016, which found that more than 70% of counties had misappropriated funds. The Nakuru county government may have lost more than Sh500 million between 2013 and 2014

due to fictitious statements and weak budgetary control, according to the Auditor-report General's (2014).

According to the paper, the county government broke procurement laws when buying cars, tippers, and office equipment, resulting in millions of shillings ending up in the wrong hands. Several reports have been performed on change adoption and its problems in organizations. For example, Wainaina, Ole Sopia, and Cheron (2015) investigated factors influencing the strategic implementation of change management in Kenya's Devolved Public Health Services. Budgetary funding has an effect on health dogmas and strategic delivery of health services, they found. The research was, however, restricted to one devolved purpose. In light of this gap, the study seeks to establish how leadership as a strategic change practice and performance of county government of Nakuru.

B. HYPOTHESIS

Leadership as a strategic change practice does not have a significant effect on the performance of Nakuru county government.

II. THEORETICAL LITERATURE REVIEW

The study was anchored on Kotters Change Model was developed in 1996. Kotters outlined the actions that leaders would follow in order to successfully enact reform in their organisations using an eight-step model. All eight stages, according to Kotter, are related to fundamental errors that disrupt powers at the start of a company's transition. When it came to overcoming socially entrenched cultures and paralyzing bureaucracy, this contained certain crucial guidelines for bosses. He recommended that an institution's leaders reform a few key things, such as clearly understanding the methods to be changed and starting analytical success aspects; and starting strategic work force change goals and determining their far-reaching level of favor of the firm's approach by evaluating every part of the mission. According to Pryor, Taneja, Humphreys, Anderson, and Singleton (2008), the 5 Ps paradigm for improvement involves re-invention for the future as the most profitable adjustment rather than a reaction to the current. Purpose, Principles, Processes, People, and Performance are the five elements they discovered in the model. Performance scheme, People, Processes, Principles and the sole push (Strategic thrust) must all be in better shape for an enterprise to work at its best (Pryor, Humphreys, Taneja & Moffitt, 2015). it is now believed that people's ability to adapt on a continuous basis is crucial for organisations (Burnes, 2004). While Luecke (2013) believes that constant change is a reflex in and of itself, Leifer (2015) sees change as a regular and inevitable response to internal and external factors.

The Balanced scorecard Theory (BSC theory) was developed by Robert Kaplan and David Norton (1992). It is a management framework that assists organizations in implementing their vision and policy. This method offers ongoing updates on internal company activities as well as external effects, allowing the enterprise to enhance its

efficiency and results. The majority of conventional management systems are focused on a company's financial success. Kaplan and Norton (1992) define a scorecard as "performance metrics that collect actions around the company, customer problems, internal management procedures, employee activities, and, of course, shareholder concerns." Both the nonprofit and public sectors have successfully translated and adopted the Balanced Scorecard. Success stories are starting to emerge, and results show that the Balanced Scorecard will help all of these types of businesses (Ahrendt, 2016).

The vision and plan of an organization are the starting point for the Balanced Scorecard. The BSC recognizes the goal and philosophy as givens; the BSC's job is to convert a business unit's mission and strategy into measurable goals and actions. The assessment emphasis of the BSC is used to accomplish the following management processes: defining and translating strategy and vision, communicating and connecting measures and strategic goals, preparing, aligning strategic strategies, setting priorities, and strategic input enhancement and understanding. The interventions function as a link between the plan and the tactical action. The collection of targets and interventions to track the vision and strategy's execution is the central issue (Dumée, 2009). In order to incorporate reform, a company must consider how it can portray itself to partners and consumers while having financial capital in mind, according to the theory.

A. EMPIRICAL LITERATURE REVIEW

In Pakistan, Abbas and Yaqoob (2014) looked into the effect of leadership on workforce growth performance. Coaching, engagement and delegation served as the study's guiding principles. The cumulative influence of these factors was discovered to affect employee productivity by 50%, with the remaining 50% due to other factors such as inspiration, engagement, mood, and confidence in the company.

Khajeh (2018) investigated how organizational success was impacted by leadership styles. How leadership types such as transformational, transactional, autocratic, charismatic and hierarchical affected organizational success were specific objectives. A quantitative methodology and a survey tool based on a survey questionnaire were employed in the primary study. In order to accomplish the study goals, secondary research was undertaken by analyzing previously published literature. Transformational and democratic leadership models, on the other hand, were found to have a favorable relationship with results.

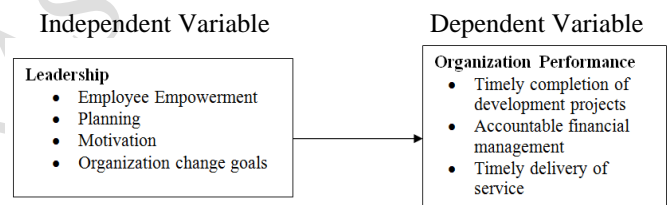
Danişman (2015) was interested in learning more about how leadership affects organizational success. Form the review, 598 research studies were gathered, in the meta-analysis, 270 of them being included. The results of the 270 study studies were combined to establish a survey community company size of 101,232 people. According to the findings of the random effect model study, organizational success is moderated impacted by leadership. Among the moderators listed, e.g. leadership style, publication form, and publication year, the moderator variables were leadership style approach and publication year.

B. RESEARCH GAP SUMMARY OF REVIEWED LITERATURE

Change management has an inevitable effect on corporate success, and it necessitates a clear understanding of how to implement and maintain it. In today's corporate climate, the effect of management reform on organizational success is a significant focus for several public and private organizations. All practices that are consistent with the company's priorities in order to promote productivity and efficacy are included in success in an organization.

The general success of the organization, as well as the performance of divisions, teams, and people, is the focus of performance management. The distribution of resources in conjunction with employee strategy is often known as performance management. Any continuing phase is built on the basis of goals. They must be precise and focused. In order to maintain compliance with the corporate plan, good contact is essential. Department heads are in the forefront of change; they set the departmental agenda, which in turn supports the overall business plan. All departmental priorities must be made available to all other department managers; this would minimize friction and enable other department heads to assist you.

C. CONCEPTUAL FRAMEWORK



III. RESEARCH METHODOLOGY

The study adopted descriptive research design. The target population of the study was 27 administrators and 93 employees from 10 Ministries in Nakuru County headquarters. Nassiumas (2008) formula was deployed to get a sample size of 58 respondents. The study further used stratified random sampling design to get a sample size of each ministry. The study's primary data was gathered using a questionnaire. The researcher first sought formal permission letter from the University for the field study. The letter was then addressed to the County Government, along with the consent statement, as a way of obtaining permission to gather data from the agency. After two weeks, data was obtained using the drop and pick process. In Olkalou Town, Nyandarua County, a pilot test was conducted, with four questionnaires distributed to 10% of the study sample size. Obtaining the experts opinions in the research field, especially managers, enhanced the content validity of this study. The study gathered quantitative data. SPSS version 24 was utilized to analyze qualitative data. In the study, inferential as well as descriptive statistics were utilized. Measures of dispersion, mean, frequencies and %ages were employed in descriptive statistics. Multiple regression

analysis was used to examine how independent variables and the dependent variable relate

IV. DISCUSSION FINDINGS

The chapter focuses on data analysis, results presentation and discussion of the findings. The study thus administered 58 questionnaires for data collection. However, 50 questionnaires this represented 86% overall successful response rates. Respondents were also assured of confidentiality of the information provided.

A. DEMOGRAPHIC INFORMATION

	Frequency	Percentage
Primary	0	0%
Secondary	0	0%
College	36	72%
University	14	28%
Total	50	100

Table 1: Respondents Highest Level of Education

According to the findings, 36 (72%) of the respondents had a college level of education, while 14 (28%) had a university education. This demonstrates that the vast majority of participants had completed a university education.

B. DESCRIPTIVE FINDINGS AND DISCUSSIONS

a. EFFECT OF LEADERSHIP ON PERFORMANCE OF COUNTY GOVERNMENT

Leadership	Min	Max	N	Mean	Std.
Interference from the political leadership has been an impediment to successful implementation of change in county government	1	5	50	4.177	0.912
Conflict among the county leadership has negatively affected successful implementation of change	1	5	50	3.984	1.032
Inadequate leadership skills along the administrative ranks has affected successful implementation of change in county government	1	5	50	4.145	0.921
Duplication of leadership roles has negatively affected successful implementation of change	1	5	50	4.563	.608
Lack of a clear command structure is also a significant challenge in the county government	1	5	50	4.181	.513

Table 2

Majority of respondents (mean=4.177, SD=0.912) strongly agreed that interference from political leadership has been an impediment to successful implementation of change in county government. The study results are consistent with

Mbilinyi and Wangwes (2016), who found that lawmakers in devolved units exploit public officers, intervene in public administration (PA) issues excessively, and give an inflated image of PA officers' function. Democratic intervention allows communities to participate in marches and agitations for limited political gains, which has a negative effect on the county government's execution of reform

According to the findings, respondents agreed that conflict among county leaders has hampered successful change implementation (SD=1.032, M=3.984). Similarly, with a (SD=0.921, M=4.145), the majority of participants agreed that insufficient leadership skills among the administrative ranks have hampered the successful implementation of change in county government. According to the findings, the respondents majority (M=4.563, SD=0.608) were in agreement that duplication of leadership roles has hampered the successful implementation of change. Furthermore, respondents (mean=4.181, SD=0.513) agreed that a lack of a clear command structure is a significant challenge in county government.

The results of the study confirm Achebe and Mustafa (2013)'s assertion that organizational transformation is impossible to achieve without leadership support. Bad leadership causes major holes in policy and execution: Most managers with poor leadership abilities create significant gaps in strategy development, job procedure, departmental coordination, and capacity to implement strategy. Since they just "like" people who look and think like them, poor leadership will lead to cognitive gaps in strategy formulation and skill gaps in strategy execution.

b. ORGANIZATION PERFORMANCE OF THE COUNTY GOVERNMENT

Organization Performance	Min	Max	N	Mean	Std.
All the devolve function are operational	1	5	50	4.351	.767
The county is able to absorb all the finances	1	5	50	4.345	.692
County projects are completed within the set timelines	1	5	50	4.273	.689
Members of the public are satisfied with the service provided	1	5	50	4.604	.670
County projects are properly prioritized depending on need	1	5	50	3.855	1.185
There is adequate involvement of all the stakeholders when making crucial decision	1	5	50	4.403	0.778
There is good relationship between the various management of the county	1	5	50	4.307	0.738
Individual employees objectives have been aligned with objectives of institution by the organization	1	5	50	4.145	0.807

The organization's employee performance has increased because of greater feedback mechanisms	1	5	50	4.345	.692
The county government has improved its operation's efficiency through change adoption	1	5	50	4.273	.689

Table 2

Participants' majority strongly agreed that all devolve functions are operational (mean=4.351, SD=0.767). Furthermore, the majority (M=4.345, SD=0.692) agreed that the county can absorb all of the finances. Furthermore, 44 % of respondents (mean=4.273, SD=.689) strongly agreed that county projects are completed within the timeframes specified (mean=4.273, SD=.689). Furthermore, respondents (mean=4.604 SD=0.670) agreed that members of the public are satisfied with the service provided.

Furthermore, respondents strongly agreed that county projects are properly prioritized based on need (SD=1.185 M=3.855). Furthermore, participants agreed strongly that all stakeholders are adequately involved when making critical decisions (SD=0.778, M=4.403). Additionally, participants agreed that there is a good relationship between the county's various management (SD=0.738 M=4.307). This research embarked on determining if the organization had been successful in aligning individual employee objectives with the organization's objectives. The majority of respondents agreed (mean=4.145, SD=0.807). Furthermore, respondents agreed that increased feedback mechanisms had resulted in improved employee performance in the organization (mean=4.345, SD=0.692). Furthermore, agreed that the county government has improved its operational efficiency by adapting to change (mean=4.273, SD=.689).

C. RESULTS OF PEARSON'S LINEARITY TEST

Leadership	Pearson Correlation	.547*
	Sig. (2-tailed)	.014
	N	50

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3

A strong significant and positive association (r = 0.547) between leadership and the performance of the Nakuru County Government. The P-value of 0.014, less than the 0.05 correlation, supports it. This suggests that Nakuru County Governments performance is significantly impacted by leadership. The results are consistent with those of Igbaekemen (2015), who discovered that leadership has a direct impact on employee engagement and that participative leadership models help to increase employee performance, which positively impacts on the organization's overall performance. Presence of effective allocation of authority and obligation to company employees service delivery improvement.

D. REGRESSION COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.026	.420		4.824	.000
Leadership	.596	.107	.548	5.570	.013

Dependent Variable: Performance of Nakuru County Government.

Table 4

a. THE EFFECT OF LEADERSHIP ON NAKURU COUNTY GOVERNMENTS PERFORMANCE

The first objective was to investigate how leadership impacts Nakuru County Governments performance. The Hypothesis was tested: H01: Leadership has no significant influence on Nakuru County Government performance. According to the outcomes, 0.013 was the p-value, it is < 0.05 level of significance. As a result, the null hypothesis (H01) is rejected and concludes that leadership significantly influences the County performance. Holding all other independent variables constant, the findings revealed that a 0.596 improvement in Nakuru County's performance would be a result of a unit increment in leadership. Lawal's (2016) research indicated that leadership directly affects corporate success and that participative leadership models help to increase employee performance. To increase service delivery, there is successful allocation of authority and accountability to company workers.

$$Y = 2.026 + 0.596X1 + \epsilon$$

V. CONCLUSION AND IMPLICATION

From the finding it can be concluded that interference from political leadership has been an impediment to the successful implementation of change in county government. Furthermore, conflict among county leaders has hampered the successful implementation of change. The study also concluded that insufficient leadership skills at the administrative level have hampered the successful implementation of change in county government. The study also concluded that duplication of leadership roles has negatively affected successful implementation of change. Lack of a clear command structure is also a significant challenge in the county government. It was concluded that conflict between the national and county governments significantly impacted the county government performance.

The study recommended that the county officials should have leadership skills. As this will help in building vision for the institution, promoting and interacting with the individuals for success of vision, and encourage individuals for action by gratifying their basic wants and empowerment. By having this in place, the strategy change plans will be well developed and implemented.

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