

**LEADERSHIP STYLES AND PUBLIC PARTICIPATION
EFFECTIVENESS IN THE COUNTY GOVERNANCE IN
KENYA**

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**Leadership Styles and Public Participation Effectiveness in the
County Governance in Kenya**

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the Degree of Doctor of Philosophy in Leadership and Governance
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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This thesis is dedicated to the memory of my parents, Eliud Njiiri and Beth Wanjeri for their love, counsel, responsible upbringing and inculcating in me the virtues of respect, patience and endurance that are the hallmark of my life. They were the pillars of my academic life and a source of my inspiration. They inspired me to learn at a young age, and I shall forever remain grateful for everything else they did for me. Unfortunately, they fell victim to the COVID-19 pandemic and did not live to see the end of this study which they would certainly have been very proud of. They will forever remain in my heart and may their souls rest in eternal peace.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CDF	Constituencies Development Fund
CPPG	County Public Participation Guidelines
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information and Communication Technology
IEBC	Independent Electoral and Boundaries Commission
IGRTC	Intergovernmental Relations Technical Committee
JKUAT	Jomo Kenyatta University for Agriculture and Technology
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNBS	Kenya National Bureau of Statistics
KNCHR	Kenya National Commission on Human Rights
KSG	Kenya School of Government
M&E	Monitoring & Evaluation
MLQ	Multifactor Leadership Questionnaire
OCB	Organizational Citizenship Behaviour
SD	Standard Deviation
SID	Society for International Development
SPSS	Statistical Package for the Social Sciences
TI	Transparency International
TI-K	Transparency International – Kenya

OPERATIONAL DEFINITION OF TERMS

County	The term county refers to territorial division into sub-national units each with a government exercising administrative, judicial, and political functions. Currently, Kenya is divided into forty-seven (47) counties within its territory (Constitution of Kenya, 2010).
Laissez-Faire Style (LF)	The absence of leadership, the avoidance of intervention, or both (Bass & Avolio, 1990).
Leadership Style	Leadership style consists of the behaviour pattern of a person who attempts to influence others (Northouse, 2021).
Leadership	Leadership is a process of influencing others to make them understand and reach agreement of what is required and the manner to achieve a common goal (Northouse, 2021).
Public	Residents (individuals or organizations) of a particular county or country, professional associations, community-based organizations, and ratepayers of a particular county or country (County Public Participation Guidelines, 2016).
Public Participation	This is a process where individual citizens, governmental and non-governmental groups influence decision-making on laws, policies, delivery of service, development and oversight on matters that affect them (County Public Participation Guidelines, 2016).

Public Participation Effectiveness The extent to which public participation objectives are met in terms of participants' influence on decision-making, levels of inclusiveness, transparency, and empowerment of the citizens (Chompunth & Chomphan, 2012).

Resource Allocation Resource allocation is the strategic process of distributing and assigning available resources (funds, personnel, and materials) to various activities, projects, or tasks in a way that maximizes efficiency and effectiveness (Nandwal, Jain & Nandwal, 2023).

Servant Leadership Servant leadership is “a practical altruistic philosophy that promotes people whose first priority is to serve and then lead as a means of giving services to people and institutions” (Greenleaf, 1996).

Transactional Leadership Transactional leadership is a style of leadership in which the leader promotes compliance of his/her followers through both rewards and punishments (Bass, 1997).

Transformational Leadership Transformational leadership is the process where a leader's behavior increases the level of motivation and morality in both the leader and the follower to achieve organizational goals (Burns, 1978).

ABSTRACT

Many countries have increasingly adopted public participation as a process that allows citizens to influence and share control over priority setting, policy-making, resource allocations and access to public goods and services. Public participation is widely known to improve governance and contributes to better development projects that carry the interests of all stakeholders. In tandem with this global trend, the Constitution of Kenya 2010 mandates the county governments in Kenya to incorporate public participation in their governance systems. Even though efforts have been made in fostering public participation through legal frameworks, empirical evidence shows that effective public participation is yet to be attained and hence the quality of governance in the county governments remains wanting. Leadership styles are thought to influence the effectiveness of public participation. However, there is a dearth of empirical literature on the relationship between leadership styles and public participation. Therefore, the purpose of this study was to explore the influence of leadership styles on public participation effectiveness in the county governance in Kenya with specific focus on transformational, transactional, laissez-faire, and servant leadership styles. The study also determined the moderating effect of resource allocation on the relationship between leadership styles and public participation effectiveness. The study adopted a descriptive survey research design. The study population comprised of all the counties in Kenya. Cluster and purposive sampling techniques were used in this study involving 400 respondents. Questionnaires were used to collect data. A pilot test was conducted to assess the reliability and validity of the research tool. Cronbach's alpha was used to test the internal reliability of the questionnaire items. Using SPSS software version 26, data was analyzed using descriptive statistics, correlation, and regression analysis. A response rate of 74% was achieved. The study established that transformational, transactional, and servant leadership styles had significant positive effect on public participation effectiveness whereas laissez-faire had a negative significant effect. The study also found that, when the four leadership styles were jointly applied, servant leadership style contributed the strongest positive effect, followed by transformational and transactional leadership styles. The effect of laissez-faire leadership style became statistically not significant when the four styles were combined. Additionally, the study revealed that resource allocation positively moderated the relationship between leadership styles and public participation effectiveness. Based on the findings, the study concluded that leadership styles influence public participation effectiveness, and that resource allocation moderates the relationship between leadership styles and public participation in the county governance in Kenya. To achieve effective public participation, the study recommends that leaders in the county governments should adopt a combination of transformational, transactional, and servant leadership styles and strive to avoid laissez-faire leadership style. Additionally, the county governments in Kenya should adopt leadership trainings to equip leaders with adequate knowledge of how to apply effective leadership styles and build awareness of the effects of resource allocation as a contextual condition. The findings of this study therefore have implications for theory, practice, and policy. The study made suggestions for future studies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Good, progressive, and inclusive governance is imperative for social and economic growth at all levels of government (World Bank, 2020). This type of governance aims to be transparent, accountable, and participatory, making sure that the needs and concerns of all the stakeholders are considered (Sari, 2023). In addition, it creates an environment where policies and programs of the government are more effective and equitable, leading to improved public services (Breen, *at al.*, 2018; Zahran, Terada & Saengsroi, 2023). To achieve this, many governments have adopted public participation as a process by which the public engages with leaders and government agencies to influence decision-making on policy, delivery of services, oversight, and development matters that affect them (Bobbio, 2019; Mbithi, Ndambuki & Juma, 2019). According to Jurlina and Slijepcevic (2018), in an era characterised by a distrust of the government, public participation is a critical participatory approach that encourages a shift from “government” to “governance”.

The main goals of public participation are to inform, engage, consult, collaborate, and empower the citizenry by seeking citizens’ input on priority setting, policymaking, resource allocations, and access to public goods and services (Bobbio, 2019; Migchelbrink & Van de Walle, 2022; World Bank, 2020). Accordingly, it improves decisions by uncovering novel, innovative, and beneficial new information or alternatives with final decisions that are more likely to reflect community values and priorities (Cameron, Denker, Mailler & Mills, 2021; Karki, 2019; Strauss, 2022). Public participation increases legitimacy, justice, and equity of planning processes (Cattino & Reckien, 2021) and improves the consistency, quality, and appropriateness of the

allocation of resources through information input on social values (Cameron, *et al.*, 2021).

Failure by the centralized government systems to deliver efficient services to the public at local level has led to new governance reforms that lay emphasis on devolution/decentralization of power (Opiyo *et al.*, 2017, World Bank, 2020). Such devolved or local governments are believed to be closer to the people at the local level where services need to be differentiated according to local preferences (Muriu, 2014). According to Botlhale (2021), local governance structures provide the context within which citizen participation in policymaking is appended to achieve and organise public policy's bottom-up feedback processes.

As an embodiment of decentralization, Kenya introduced a devolved system of governance consisting of 47 counties in accordance with the new Constitution of Kenya 2010. The objective is to deepen democracy, devolution of state power and enhance governance through public participation. Accordingly, public participation was made a crucial pillar of the constitution under Article 232(d), which guarantees public involvement in the policy decision-making process. Further, Article 196(1)(b), mandates the county governments to enhance and facilitate effective public participation in their governance (Constitution of Kenya, 2010).

The rationale of public participation is based on the constitutional foundation which places sovereign power on the people of Kenya and must be respected and institutionalized in all processes of governance (County Public Participation Guidelines (CPPG), 2016). The Constitution of Kenya 2010 is also very empathetic on enhancing transparency, accountability, equity, and inclusiveness in service delivery (Korir & Bett, 2018; World Bank, 2020). Hence, the County Public Participation Guidelines (2016) requires the counties are at a minimum to engage the public in policy and law making, planning & budgeting, implementation and delivery of county public services, oversight through Monitoring & Evaluation (M&E), and vetting of public officers. Moreover, the guidelines have highlighted the salient features of the public participation process

outlining the role of county governments and the governor in facilitating effective public participation in the county governance in Kenya.

Despite the theoretical underpinnings and advocacy for effective public participation in decentralized service delivery, studies show that in most democracies, public participation remains ineffective (Carreira, Machado & Vasconcelos, 2016; Bobbio, 2019; Quick & Bryson, 2022). Kenya is no exception, as studies indicate that public participation in the devolved system of governance remains largely ineffective (KSG, 2015; Mbithi *et al.*, 2019). Moreover, the Courts in Kenya continue to stop county governments' policies, programs, and projects after dissatisfied citizens file court cases because of lack of or ineffective public participation (Kenya Law, 2018). This is not only a waste of resources but also creates loss of trust and hostility towards governments. Hence, public participation has elicited great public interest, sparking the need to conduct studies to identify factors that can improve its effectiveness.

Liu *et al.* (2018) state that failure to identify critical factors that drive effective public participation is the main reason for ineffective participation. Unfortunately, as pointed out by Molokwane and Tsombe (2018) literature is still scanty on factors and methods to guide leaders on effective participatory processes. The limited studies available focus on determinants of citizen participation (Kalekye, 2016; Kaseya & Kihonge, 2016; Okongo, 2015), design and structures of the process (Bobbio, 2019; Quick & Bryson, 2022), demographic factors (Kuser, Galloway, & Ruth, 2018; Ronoh, 2019), environmental factors (Naidoo & Ramphal, 2018; Neshkova & Kalesnikaite, 2019), and communication strategies (Waitere, 2022).

Public leaders influence the design of participatory arrangements (Eckerd & Heidelberg, 2020), decide the degree to which citizens' input is incorporated into decisions and control administrative resources (Migchelbrink & Van de Walle, 2022). Accordingly, theorists suggested that the leadership style of public leaders has an impact on the effectiveness of participation processes (Cattino & Reckien, 2021; Riristuningsia & Harsono, 2017). Mbithi, *et al.* (2019) corroborates further that leadership style exhibited

by leaders has an impact on the service delivery quality and the effectiveness of governance processes in the local governments.

, 2021). Despite these acknowledgements, empirical studies on how leadership styles affect public participation are rare (Liao & Schachter, 2018; Springer, Walkowiak & Bernaciak, 2020). This motivated the study to discover leadership styles that entrench effective public participation.

Moreover, theoretical literature suggests that leadership effectiveness depends, or is contingent upon the context or situation in which the leader operates (Fiedler, 1967). Further, Koene *et al.* (2002) pointed out that the impact of leadership behaviour might increase or decrease Analysis by Young (2022) and Arikan (2020), lists transformational, transactional, laissez-faire and servant leadership styles amongst the most researched leadership styles for the last 30 years. Further, Reid and Adler (2008) assert that these styles capitalize on significant advancements in the conceptualization and operationalization of leadership styles that were conceptualized in the 1980s and 1990s. These leadership styles are thought to be relevant in the current world that is undergoing rapid changes, disruptive innovations, and increasing globalization (Benmira & Agboola, 2021; Knowles & Knowles as organizational size and resources available vary. Several studies have also shown that public participation effectiveness is impacted by the level of resources allocated to the process (Dogra & Gupta, 2012; Mustapha, Azman & Ibrahim, 2013). This spurred an interest to investigate the moderating role of resource allocation in the context of the relationship between leadership styles and public participation.

1.1.1 Global Perspective of Leadership Styles and Public Participation Effectiveness

In many countries, public participation has not achieved the desired effects (Liu *et al.*, 2018; Migchelbrink & Van de Walle, 2022). However, some encouraging successful examples of effective public participation have been cited. Switzerland, the European

Union, Italy and Canada and South Africa have a robust democracy that can be attributed to effective public participation. Notably, good co-operation among the stakeholders including the non-state actors takes place in Switzerland while in Canada public participation is highly embraced even without express legal provisions for mandatory participation (IGRTC, 2019; Molokwane & Tsombe, 2018).

Evidence and lessons from Latin America confirm that Brazil, Colombia, Guatemala, Mexico, Paraguay, and Peru have institutionalized local councils where citizens contribute innovative solutions to their development challenges (Nickson, 2023). These governments have turned citizens' ideas into responsive policies that address their needs. Neshkova and Kalesnikaite (2019) further noted that public participation in these countries increased public trust in the local governors and fought corruption significantly.

In the United Kingdom, Gharney *et al.* (2016) noted a symptomatic failure to involve the citizens and consider relational leadership styles necessary to overcome this challenge. Greasley and Stoker (2008) contend that local governance in England is demanding and complex, requiring leaders to pull together a set of followers and citizens around a joint vision for their future. Hence, there are greater incentives and support for facilitative leadership styles that involve followers in decision-making. Likewise, Cameron *et al.* (2021) avers that whereas effective public processes can serve as a powerful countermeasure to polarization, in the United States of America, most of the public process work is neither representative nor designed for healthy deliberation. Further, it is not well-equipped to yield benefits to society, hence the need to increase leaders' awareness of the value of public engagement (Cameron *et al.*, 2021).

Migchelbrink and Van de Walle (2020) identified leaders' attitudes toward public participation as an important determinant of participation decisions and outcomes in the Netherlands. Leaders occupy a position that determines the parameters of participation: who can participate, what participation is about, and how public input is collected (Bua & Bussu, 2021). Furthermore, leaders influence the extent to which public input gets incorporated into the administrative decision-making process. Without public leaders

willing to invite the public to participate, participation is unlikely to lead to actual engagement (Bua & Bussu, 2021).

Holliday (2008) alluded to an empowering leadership style in the US community coalition participation. Such a style increases member satisfaction, commitment and ultimately increases participation. It also offers the group guidance on collaborative achievement, encourages different perspectives, manages conflict, and boosts positive communication and decision-making across different members' personalities, agendas, and talent sets. In a study based in the US and Ireland, Flood *et al.* (2000) concluded that leadership styles are indirectly and directly related to consensus decision-making. Transformational leadership was most positively effective in increasing participation, followed by transactional leadership, while authoritarian and *laissez-faire* styles had negative effects.

Although top-down leadership models delivered successful delivered projects to the communities in Australia, such projects lacked community participation and support (Davies, 2009). Davies (2009) further noted that while both transactional and transformational leadership styles increased community participation, the type of leadership and the leaders' role often changed throughout a project, generally progressing from transactional to transformational. Springer, Walkowiak and Bernaciak (2020) postulate that where transformational leadership style was applied by commune mayors in Poland, it had a positive effect on public participation, whereas high levels of avoidance behavior (*laissez-faire*) had a negative impact. Similarly, Kolomycew (2019) corroborates that transformational and participative leadership styles are crucial for public participation within the municipalities in Poland.

1.1.2 Regional Perspective of Leadership Styles and Public Participation Effectiveness

In South Africa, public participation played crucial role in entrenching democratic and accountable governance. Involvement of communities and community organizations has

made provision of services by the government to communities open and sustainable. In 1996, the Republic of South Africa mainstreamed involvement of citizens in local governments' affairs in its constitution. Chapter 7 of the Constitution of the Republic of South Africa creates cooperative system between national and local government and provides opportunity for structured participation of the public at ward level. Although much progress has been achieved, the dream is far from being realized (Naidoo & Ramphal, 2018).

Dyer *et al.* (2014) articulates the leadership attributes that enhance participation in large projects in South Africa. The leader should be a skilled facilitator, a charismatic and friendly leader who establishes trust with participants from the onset. The leader must be positive, supportive, exemplifying, engaging, and authoritative. He should maintain mutual communication at all periods of the engagement process.

Chado, Johar, and Khan (2017) state that despite drastic political and economic reform in the planning legislations in Nigeria, citizen participation has lost its priorities due to ineffective level of participation. This is because of challenges of citizen empowerment in participatory process. Tokenism dominates the level of empowerment which is insignificant to guarantee effective citizen participation in urban governance. Emasculation of public participation is frustrated by state formations associated with power hangovers and ethnic identities. The government presumes that it knows what will benefit the poor better than the poor themselves (Muse & Narsiah, 2015).

The general experience in Tanzania indicates a strong relationship between transformational leadership behaviour and effective villagers' participation in different development activities (Mwakasangula, *et al.*, 2015). For example, in communities where the leaders are said to be charismatic and supportive, the villagers' participation in decision-making processes and funds mobilization for development projects such as schools and dispensaries construction have been effective and efficient. The participation of Tanzanian citizens in public development projects depends more on how they are led and governed. The people's participation is motivated by a style of

leadership that observes good governance principles (Muro & Namusonge, 2017). A few more studies in Tanzania affirm the position that leadership style affects organizational performance. For instance, Mgeni and Nayak (2016) found a major and moderate positive correlation between transactional leadership style and small business enterprises' performance. On the other hand, Machumu and Kaitila's (2014) found that leadership style is an important variable in motivating teachers in Tanzania in their careers. The authors noted that democratic leadership style enhances great satisfaction of teachers in primary schools, while *laissez-faire* and autocratic leadership styles were undesirable.

In Uganda, Manasseh (2011) alludes that transformational leadership influences performance in local governments more than transactional leadership. However, high *laissez-faire* style of leadership and high management-by-exception (passive) styles are very prevalent. Sseguya, Mazur, Wells and Matsiko (2015) posit that members in Uganda have the best participation in groups where substantial benefits and capacity-building opportunities are achieved and that successful groups have a democratic leadership style. Low faith in leadership and inappropriate leadership styles hinder participation quality.

The local government leaders in Ghana exhibit a mix of autocratic, *laissez-faire*, and democratic behaviours. The democratic style emphasizes group participation, while the *laissez-faire* style of leadership entails minimal involvement by the leader (Ghartey *et al.*, 2016). In Nigeria, Okoji (2014) notes that leaders who adopt democratic styles and promote open communication encourage teamwork amongst followers in development programs in their communities. Further, effective communication did not exist between autocratic leaders and their followers, and the autocratic leaders' perceptions and thinking were too rigid in implementing community development programs (Okoji, 2014).

The limited availability of empirical literature on leadership and good governance in Africa has been well documented (Baets, 2011; Havenga, Mehana & Visagie, 2011;

Wallis & Gregory, 2009). There is a need for more focus on how leadership approaches facilitate participation or enhance public participation (Ghartey *et al.*, 2016). Thus, there is a dire need for research studies in Africa, Kenya included to address this gap.

1.1.3 Local Perspective of Leadership Styles and Public Participation Effectiveness

Public participation in Kenyan counties is ailing (Lokaimoe, Bartocho & Omillo, 2021). This is despite calls for greater participation, accountability, transparency, and inclusion that were central demands for devolution as part of the Constitution of Kenya 2010 reforms. Whether devolution can deliver on its promise of improving service delivery hinges on the extent to which citizens are empowered to participate in decision-making and have opportunities to hold their executives to account (World Bank, 2020).

Article 232(d) of the Constitution of Kenya 2010 has guaranteed the involvement of citizens in the policy-making process, with Article 196(1)(b) calling on the country governors to facilitate public participation. The spirit of the Constitution calls for public participation not only to take place but also to be effective in impacting the policy-making process at the county level. Unfortunately, the presence of legally binding rules has not translated into effective public participation in the county governance (ICPAK, 2014; Oxfam, 2017; Transition Authority, 2014). For instance, Transparency International (2016) found dismal performance with only 38% of the citizens being aware of county public participation meetings and only 15% attend those meetings.

Muwonge *et al.* (2022) notes that participatory mechanisms are often tokenism and ineffective, and there is limited county capacity and resources to facilitate participation. Further, corruption remains rife in county governments (KNHRC, 2016; Transparency International-Kenya, 2014), and the County leadership has not effectively engaged the public (KIPPRA, 2015). Public participation is often rhetoric and leaders are absent from participation forums, ignore citizen input, do not give feedback, practice nepotism, and have poor facilitating and organizational skills (Jesuit Hakimani Centre, 2013; KSG, 2015; SID, 2016).

Because of these shortcomings, citizens are unhappy and often disagree with many decisions and service delivery quality in their county governments (Gitegi & Iravo, 2016; Transparency International, 2016). Transparency International-Kenya (2014) revealed that approximately 41% of Kenyans were dissatisfied with service delivery in their county governments. In some cases, citizens have filed petitions against their county governments (Kenya Law, 2018). For instance, based on failure to hold public participation, the court rendered the legislation of the Kiambu County Finance Act, 2013 null and void. Machakos County Standing Order amendment made on 24th October 2018 was declared unconstitutional. The Court of Appeal invalidated the amendment of Standing Order No. 59, 60, and 62 of Embu County, resulting in the collapse of the impeachment case against the County Governor (Kenya Law, 2018).

With good leadership, there is hope of achieving effective public participation. The Makueni County model of public participation has been hailed by the World Bank (2020). In its model, the County has been able to get the citizens to identify their development priorities at the grassroots level, with the citizens becoming involved in the prioritization, planning, and setting of final expenditures for the identified projects. As further affirmed by Mbithi *et al.* (2019), and Mutisya and Mutiso (2020) the County allows citizens to be engaged in the implementation of projects. Though not perfect, the Constituencies Development Fund (CDF) that involved elected representatives in development decisions affecting their constituencies was also a good public participation practice that had considerable impact in addressing local infrastructure demands in a more equitable manner in all parts of Kenya (IGRTC, 2019).

The Constitution of Kenya 2010 provides the attributes of desirable leadership styles of all leaders in the public sector in Kenya. For instance, Chapter Six of the Constitution of Kenya 2010 is devoted to leadership and integrity and stipulates the behaviours expected of public officers (Constitution of Kenya, 2010). Public trust is the basis for leadership and authority given to state or public officials. State officers are required to have high integrity, be trustworthy, and be fair and prevent personal interests from influencing or hindering their performance and decision-making as leaders. They should also

demonstrate respect for the people and provide service selflessly solely based on the public's interest while demonstrating accountability, transparency, honesty, discipline, and commitment to serving the people.

Equally, the County Public Participation Guidelines of 2016 implicitly express the leadership behaviour expected for effective public participation. The leaders must balance their influence on opinion, avoid dominance or bias, create a climate of transparency and integrity, facilitate consensus, understand their audience well, and adjust their communication style to ensure effective participation (Ministry of Devolution and Planning, 2016). Indeed Mbithi *et al.* (2019) attest that the governors' performance is associated with the outcome and success of participation processes.

Mwangi, *et al.*, (2007) observe that leaders in local governments in Kenya used transformational and participatory leadership styles and needed to empower the followers. However, Barasa and Kariuki (2020) noted that the county governments in Kenya have continuously reported a pattern of leadership failures characterized by public complaints about inefficiency, corruption, and absenteeism of county official.

Studies show that transformational and transactional leadership approaches improved organizational performance of state and public entities in Kenya (Egessa, 2013; Koech & Namusonge, 2012). The link between *laissez-faire* style and organizational performance was considered weak, and therefore managers should discard *laissez-faire* leadership style. Leaders should be more involved in guiding their subordinates, strive to become role models, and inspire subordinates by providing meaningful and challenging work (Koech & Namusonge, 2012).

1.1.4 Resource Allocation and Leadership Styles

Contingency leadership theory (Fiedler, 1967) proposed that leadership effectiveness was dependent or contingent upon identifiable features of the context or situation in which the leader worked (e.g., staff characteristics, hierarchy, availability of resources,

power relationships, etc). It can magnify or reduce the influence of leadership on the outcomes. Accordingly, recent research has called for more empirical investigation on the moderating role of context in leadership effectiveness, with explicit attention to the role of external and internal contexts, such as size and resources (Yukl & Gardner, 2020).

In the case of public participation, contextual features refer to the pre-existing politico-administrative and cultural conditions in which public participation is expected to occur (Ianniello *et al.*, 2018). Migchelbrink and Van de Walle (2022) contend that organizational resources in terms of budget, staff, time, ICT, or political support impacted leaders' attitudes toward public participation. However, Korir and Bett (2018) observed that the resource allocation strategies employed by the counties in Kenya are not appropriate.

Koene *et al.* (2002) suggests that the impact of leadership behaviour might decrease as organizational size and resources available increase. Leaders have less impact in large organizations (resource endowed) because of decentralized structure and decision-making such that a leader's personal impact on the organization's various elements and strategy formulation is reduced (Vaccaro *et al.*, 2012). This is consistent with Koene *et al.* (2002) assertion that the effect of leadership behaviour on performance would be stronger in less resource-endowed firms.

The success of activities, public participation included, can be accelerated by, among others, adequate resources, and budgetary allocation. For instance, allocation towards public participation is directed toward information gathering, awareness creation, and capacity building to achieve the desired objectives (Casim, Enock & Joseph, 2012). Several researchers Dogra and Gupta (2012) as well as Mustapha, Azman and Ibrahim (2013) cited lack of financial resources, the high cost of public participation and the lack of trained human resources as key barriers to the success of public participation processes.

Korir and Bett (2018) conclude that resource availability and resource allocation are significant predictors of the performance of the county governments in Kenya. However, inappropriate resource allocation practices have impacted county projects and program performance (Mitisya, & Mutiso, 2020; Mohamed, 2018). Further, Mitisya and Mutiso (2020) posit that both the style of project leadership and resource mobilization positively impacted community participation in water projects in the counties.

A moderating variable influences the trend or strength of the link between the predictors and the predicted. The relationship's direction and magnitude depend on the moderator's value (Baron & Kenny, 1986; Aiken & West, 1991). Literature suggests that availability of resources as a contextual factor moderates the relationship between leadership and outcomes such as performance, job satisfaction, innovativeness, and participation (Chen, *et al.*, 2012; Neubert, Hunter & Tolentino, 2016; Vaccaro *et al.*, 2012). Hence, resource allocation, especially financial resources, is expected to affect public participation irrespective of the leadership style of the leader.

1.2 Statement of the Problem

Many countries in the world have embraced public participation to improve governance in government policy formulation, decision-making, implementation of government programs and service delivery to the citizens (Muriu, 2014; World Bank, 2020). Public participation empowers citizens to hold governments accountable and responsive, minimizes cost, and ensures broad-based social inclusion (Chado, Johar & Khan, 2017; Mbithi *et al.*, 2019). The public becomes enabled to determine and own their development objectives, a fact that has been realized by countries such as Canada, Switzerland, Italy, India, and South Africa that have mainstreamed public participation in their governance systems (IGRTC, 2019). Due to its benefits, governments in Africa, as elsewhere, are increasingly enacting legislations to actualize effective public participation in public governance (Botlhale, 2021). In tandem, Kenya entrenched public participation in its devolved governance structure based on a new Constitution of Kenya 2010. Article 232(d) guarantees the involvement of citizens in making decision affecting them, with

Article 196(1)(b) calling on the country governors to facilitate public participation. The spirit of the Constitution calls for public participation not only to take place but also to be effective in impacting the policy-making process at the county level.

Despite the presence of legally binding rules, these have not translated into effective public participation in county governance (Opiyo *et al.*, 2017; ICPAK, 2014; Transition Authority, 2014). Malpractices such as lack of transparency and accountability, ignoring the citizens' input, providing no feedback, corruptions and nepotism have negatively impacted public participation in the county governance (Opiyo *et al.*, 2017; SID, 2016; World Bank (2020). In their research, Mbithi *et al.*, (2019) observed similar problems. Moreover, inappropriate resource allocation practices have impacted county projects and programs performance (Korir & Bett, 2018; Mitisya, & Mutiso, 2020; Mohamed, 2018). A study by Gitegi and Iravo (2016) noted that citizens are not satisfied with many decisions and service delivery in their county governments and in some cases, citizens have filed petitions against their county governments (Kenya Law, 2018). A judicial review observed that most county public participation processes are conducted as a formality to meet the minimum requirements of the constitution, thereby undermining the legitimacy of the public participation process as envisioned in the constitution (Kenya Law, 2018). If this lack of effective public participation persists, the intention of the Constitution of Kenya 2010 to empower citizens in the governance of their affairs will not be realized. Additionally, lack of effective public participation also means a missed opportunity for Kenyans to hold their leaders to account and to influence outcomes such as the quality of service delivery. Therefore, the need arises to discover factors that can enhance public participation effectiveness in the county governance.

Past studies in Kenya on the determinants of public participation (Gitegi & Iravo, 2016; Kaseya & Kihonge, 2016; Mbithi *et al.*, 2019; Opiyo *et al.*, 2017; Siala, 2015) did not include leadership styles as a factor. This is despite extant literature suggesting that the success of participation depends on the behaviour and attitudes of the leaders toward encouraging and facilitating the participation processes (Bryson *et al.*, 2013; Northouse, 2021; Yukl & Gardner, 2020). Indeed, the paucity of empirical research on direct links

between leadership styles and public participation has also been noted (Ghartey, Mensah, & Ghartey, 2016; Rathore, 2012; Van Wart, 2013). This gap is further exacerbated by a lack of research agreement on any best leadership style for all situations (Northouse, 2021; Yukl & Gardner, 2020). It is on this premise that the current study sought to fill this gap by empirically exploring the influence of leadership styles on public participation effectiveness in the county governance in Kenya.

1.3 Research Objectives

1.3.1 General Objective

The main objective of this study was to determine the influence of leadership styles on public participation effectiveness in the county governments in Kenya.

1.3.2 Specific Objectives

The following specific objectives guided the study:

- i. To determine the influence of transformational leadership style on public participation effectiveness in the county governance in Kenya.
- ii. To examine the influence of transactional leadership style on public participation effectiveness in the county governance in Kenya.
- iii. To analyze the influence of *laissez-faire* leadership style on public participation effectiveness in the county governance in Kenya.
- iv. To assess the influence of servant leadership style on public participation effectiveness in the Kenyan county governments.
- v. To establish the moderating effect of resource allocation on the relationship between leadership styles and public participation effectiveness in the county governance in Kenya.

1.4 Hypotheses

- H₀₁** There is no significant influence of transformational leadership style on public participation effectiveness in the county governance in Kenya.
- H₀₂** There is no significant influence of transactional leadership style on public participation effectiveness in the county governance in Kenya.
- H₀₃** There is no significant influence of *laissez-faire* leadership style on public participation effectiveness in the county governance in Kenya.
- H₀₄** There is no significant influence of servant leadership style on public participation effectiveness in the county governance in Kenya.
- H₀₅** There is no significant moderating influence of resource allocation on the relationship between leadership styles and public participation effectiveness in the county governance in Kenya.

1.5 Significance of the Study

Review of past studies disclosed a missing gap in literature linking leadership styles and public participation, yet effective public participation plays a major role in promoting good governance in the counties, quality of service delivery, democracy, rule-of-law, and social-economic development in the counties. The findings of this study will therefore be of significance to the following groups.

1.5.1 National and County Governments

All forms of government seek to achieve good governance that encapsulates the prevalence of government accountability, transparency in decision-making, implementing the rule of law and regulations, early responsiveness to the demand of citizens, equity and inclusiveness among interest groups, effectiveness and efficiency in resource utilization towards service delivery.

The study shifts the attention from legislation of public participation to its effectiveness and the study provides invaluable information how leadership styles affect public participation effectiveness. It will help the governments to meet, in letter and spirit, the legislative requirements of the Constitution of Kenya 2010. An effective public participation process will lead to governments decision that have the buy-in of the people, thereby reducing citizen dissatisfaction and unnecessary court cases against government decisions. The findings provide much needed information to leaders in governments on how often and under what circumstances to use a certain leadership style and how that style impacts performance outcomes.

Moreover, the findings are valuable in formulating policies, laws, and regulations that integrate leadership approaches into public participation programs. Consequently, the county governments will achieve targeted democratic national values and development agendas, including acceptable levels of transparency, accountability, reduction in corruption, service delivery, and good governance. This will in turn result in public trust in government programs. The development partners and prospective investors will equally trust the county governance process, with a likelihood of attracting investment in the counties in Kenya. Additionally, national government might use the findings of this study to come up with effective interventions to enhance public participation for improved governance. This study finally came up with policy recommendations, which can be used by national government to support county governments to enhance governance.

1.5.2 The Public/Citizens

The findings of this research study inform the citizens of the leadership styles that are favourable for effective public participation. This information will enlighten the public on leadership approaches they should consider when electing or vetting their leaders. It will progressively result in overall better leadership, not just for public participation but also for other county performance outcomes. Achievement of effective public participation will satisfy the citizens that they are part of the decision-making and that their needs and preferences are considered, and that their taxes are utilized appropriately.

Further, they will benefit from clear demonstration from the findings, about their role in ensuring good governance that leads to enhanced performance of counties for the benefit of posterity.

1.5.3 Donors and Civil Societies

Donors and multilateral agencies support several civil societies to promote civic education and public participation in the counties. The study recommends the preferred leadership styles that promote effective participation and provides information on the effect of resource allocation. This information becomes handy for donors and civil societies consideration when funding and designing programs for the county governments.

1.5.4 Researchers and Scholars

The study result adds to the knowledge by giving fresh and unique evidence. From a theoretical and empirical standpoint, the current study provides support for the growing body of knowledge advocating for effective leadership styles in organizations. The study fills a research gap of lack of empirical analysis on the relationship between public participation and leadership styles with resource allocation as a moderator. Thus, the study findings will be a good reference and guide for other researchers and academicians on the topic of public participation and leadership styles.

1.6 Scope of the Study

The conceptual scope was limited to four leadership styles (transformational, transactional, *laissez-faire*, and servant) as independent variables, resource allocation as the moderator and public participation effectiveness as the response variable. The ineffective public participation in the county governance process due to leadership behaviour was the contextual scope. Theoretical scope encompassed the framework of effective public participation enshrined in the Constitution of Kenya (2010), other laws as detailed in *Appendix I*, behavioural leadership theory, Full Range Leadership model,

servant leadership theory, contingency theory of leadership and participatory democratic theory.

Primary data was collected for analysis and interpreted by the end of June 2020. Questionnaires were administered to 400 respondents, sampled from eight out of the forty-seven (47) counties in Kenya namely, Kilifi, Garissa, Makueni, Murang'a, Uasin Gishu, Bungoma, Kisumu and Nairobi. These counties were randomly selected from each of the eight regions in Kenya (former provinces) which is a good representation of country demographics. The study used descriptive survey research design to analyse and describe the relationship between leadership styles and public participation effectiveness in the county governance in Kenya. Descriptive and inferential data analysis was conducted using Statistical Package for Social Scientists (SPSS) version 26.0.

1.7 Limitations of the Study

This study was limited by several factors. The study was limited to county governance in Kenya, where the devolved governance is in its early years of implementation, having been established only ten years ago. Although the public participation guidelines have been issued, the counties have not adopted the guidelines and informed the citizens to the same extent and not all counties have enacted county local laws, policies, and procedures for public participation. Some respondents, therefore, were hesitant to give information fearing rebuttal from their leaders. This challenge was overcome by assuring respondents in advance that the information was for research purposes only.

Too much time taken to complete some questionnaire was also another form of limitation. This was resolved by giving a time limit of two week within which the questionnaire ought to have been completed and using research assistants to follow-up and collect the questionnaires. Another limitation was unreliable information received from the respondents. This limitation was addressed by explaining to the respondent why reliable information was needed for the study to achieve its purpose.

Suspicion from the respondents was another limitation. This was solved by showing a letter of introduction to carry out of research from the University, and relevant authorities to show that the research activity was genuine and permitted. There was limited literature available that linked leadership styles and public participation. This necessitated the review of literature relevant to the study from around the world.

While the study extends the frontiers of knowledge in leadership, the study relied on structured questioners which can lead to common bias method. Data drawn from representative sampled from across the country allowed the study to generalize the findings. Finally, it was not possible to study all leadership styles influencing public participation. Hence the study was designed to bring out a basic understanding of leadership styles on public participation effectiveness by focusing on transformational, transactional, laissez-faire and servant leadership styles. Nevertheless, all these challenges were adequately addressed and did not impair the outcome of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical and empirical literature underpinning the study. Theories on which this study was anchored are presented, followed by the conceptual framework indicating the link between the dependent and independent variables. The empirical literature related to the study was also reviewed to establish research gaps in other studies. Lastly, a critique of the literature, a summary of the literature review, and research gaps are discussed in this section.

2.2 Theoretical Framework

A theory explains the features of a phenomenon. It also offers tentative explanations for the processes through which constructs for the study are related. There exist numerous explanations, classifications, theories, and definitions of leadership in contemporary literature. Khan, Nawaz, and Khan (2016) point out that scholars have a consensus that leadership is a flexible developmental process. Leadership theories have been modified over the years, and their relevance depends on their application context. This study was grounded on the following theories.

2.2.1 Behavioural Leadership Theory

The origins of the theory go back to the 1950s when Doctor Rensis Lickert put forth a study to determine the behaviors correlated to effective leadership (Jacques, Garger & Thomas, 2007; Yukl & Gardner, 2020). Behavioural theories of leadership, also known as “The style approach to leadership” focuses on the behaviour of the leader and what leaders do and how they act. It considers the observable actions and reactions of leaders and followers in each situation (Lam & Hassan, 2018). Jacques *et al.* (2007) argued that

successful leaders use multiple rather than one leaderships style to bring the desired results from the followers in each situation.

Behavioural theories focus on how leaders behave and assume that leaders can be made, rather than born and successful leadership is based on definable and learnable behaviours. The behavioural theorists posit that a leader's behaviour is the best predictor of his leadership influences and as a result, is the best determinant of his or her leadership success (Terblanche & Bitzer, 2018). The style approach reminds leaders that their actions toward others occur on a task level and a relationship level. In some situations, leaders need to be more task oriented, whereas in others they need to be more relationship oriented (Northouse, 2021).

Behavioural theory promotes the value of leadership styles with an emphasis on concern for people and collaboration (Pembi, 2022). It promotes participative decision making and team development by supporting individual needs and aligning individual and group objectives. Aalateeg (2017) argues that the theory helps managers evaluate and understand how their behavioural style affects their relationship with the team and promotes commitment and contribution towards organizational goals. This theory helps leaders to find the right balance between different styles of leadership and helps them decide how to behave as a leader, depending on concerns for people and for productivity (Arshad, Abid & Torres, 2020).

A key strength is that behavioural theory shifts the focus from the personal characteristics of leaders to include what leaders did and how they acted, which can be learnt by others to be more effective in their leadership roles. Based on the style approach, leaders can assess their actions and determine how they may want to change to improve their leadership effectiveness (Northouse, 2021). Yukl and Gardner (2020) criticized the theory for lack of research to adequately show how leaders' styles are associated with performance outcomes. The results from massive research efforts have been mostly contradictory and inconclusive. Another criticism is that this approach has failed to find a universal style of leadership that could be effective in almost every situation.

At all levels in all types of organizations including county governments, leaders are continually engaged in task and relationship behaviors. By assessing their own style, leaders can determine how they are coming across to others and how they could change their behaviors to be more effective in influencing performance outcomes such as public participation. By being relationship centered, the county leader can appeal to the followers through encouragement and support to engage in the decision-making process, which is critical for effective public participation. It is on this premise that the behavioural theory was chosen as an anchor for this study.

2.2.2 Full Range Leadership Theory

Avolio and Bass (1991) introduced the Full Range Leadership Model to shine light on the ability and behavior of leaders in different work situations. The Full Range Leadership Model owes much to Burns's (1978) trait-based approach to leadership, from whose work Bass (1985) drew heavily. The model condenses leadership approaches into transformational, transactional, and laissez-faire leadership (Avolio & Bass, 1991). A general premise of the Full Range Leadership Model is that these three styles are distinct but not mutually exclusive in that the same leader could use a combination of these styles, depending on the situation at hand (Barnett, 2018).

James Victor Downton, an American sociologist, is credited with the origination of the term transformational leadership in 1973, which was further explored by political scientist James MacGregor Burns (Burns, 1978) and was developed as a new paradigm of leadership by Bass (1985) and Bass and Avolio (1990). Transformational leadership is based on studies of political as well as governmental leadership. Transformational leadership motivates followers beyond self-interests through inspiration motivation, idealized influence (charisma), individualized consideration, or intellectual inspiration. The follower's ideals and maturity level are elevated, including their concerns for self-actualization, achievement, welfare of others, organization, and the community (Bass, 1999). Transformational leaders are proactive in that they can develop followers' capabilities, help map new directions, mobilize resources, facilitate, and support

employees and respond to organizational challenges. They consider change whenever it is necessary for the organization (Bass & Stogdill, 1990).

Transformational leadership is suitable when an organization needs to be revitalized, is undergoing significant change, or requires a new direction. As noted by Wright and Pandey (2010), transformational leadership's emphasis on the mission makes it naturally suited to the public sector, whose employees are inherently required to see beyond self-interest for the well-being of the larger community. Benmira and Agboola (2021) support the notion that in a world that has become more complex and challenging, a need has emerged for leadership theories, such as transformational that support circumstances of rapid change, disruptive technological innovation, and increasing globalization.

However, even though empirical research supports the idea that transformational leadership positively influences followers and organizational performance (Diaz-Saenz, 2011), several scholars criticize it. Bass and Riggo (2006) criticize transformational leadership for relying heavily on the leader's influence, and if the leader is absent or fails to provide proper guidance, it can negatively impact the followers. Followers often become over-reliant on the leader's guidance and decision-making. Yukl and Gardner (2020) noted that the underlying mechanism through which transformational leaders exercise influence at work was not clear and that little empirical work existed examining the effect of transformational leadership on work groups, teams, or organizations.

Transactional leadership style was first described by Max Weber in 1947, and again by Bernard M. Bass in 1981. Transactional leadership is a style of leadership that focuses on the transactions between leaders and their followers (Bass, 1990). Transactional leadership implies a social contract, which indicates that if the follower fulfils what the leader requires, the follower will be rewarded to satisfy their self-interests. Hence, transactional leadership is characterized by attitudes and behaviours that emphasize the quality of exchange between leaders and followers (Bass, 1985; Bass & Avolio, 1990).

Transactional leadership style comprises four components: contingent reward, contingent punishment, management-by-exception (active) and management-by-exception (passive). Contingent reward and punishment refer to transactional leaders providing well defined rewards and punishments to their followers based on meeting the set performance targets. As humans appreciate concrete, tangible, material rewards in exchange for their efforts, thus, this behavior surfaced (Nawaz & Khan, 2016). Whereas transformational leadership acknowledges individual talents and builds enthusiasm through emotional appeals, values, and belief systems, transactional leadership engenders compliance by appealing to the wants and needs of individuals (Bass & Avolio, 2004). Hence, Nawaz and Khan, (2016) avers that transactional style retards creativity and can adversely influence employees job satisfaction.

Transactional leadership strength is that it sets specific goals and performance standards, providing clarity to the followers about what is expected of them in clear terms (Northouse, 2021). This leadership approach promotes efficiency and productivity by emphasizing adherence to established procedures and standards (Judge & Piccolo, 2004) and is solely focused on achieving goals (Podsakoff *et.al.*, 2000). Transactional leadership works best in mature organizations with clearly defined structures and goals to keep them on track and reinforce the status quo (Benmira & Agboola, 2021). Transactional leadership is criticized for discouraging creativity and innovation as the focus is primarily on meeting predetermined goals and targets (Yukl & Gardner, 2020).

The word *laissez-faire* is adopted from French, translated to “let it be”. It was first described by Lewin, Lippitt, and White in 1938 in their research of leadership styles in terms of behavioral characteristics. *Laissez-faire* leadership style is where all the rights and power to make decisions is fully given to the worker. It has low emphasis on performance and people. Further, it assumes that people are unpredictable and uncontrollable and that a leader’s job is to do enough to get by, keep a low profile, stay out of trouble, and leave people alone as much as possible (Nyamoto-Kwenda & Kwanya, 2017)

According to Bass and Avolio (1990), the *laissez-faire* style of leadership is the avoidance of intervention, the absence of leadership, or a combination of the two. Generally, with a *laissez-faire* style, there is neither agreement with followers nor transactions. There is often a delay in decision-making. There is also a lack of involvement, feedback, rewards, motivating followers or recognizing and satisfying their needs. Skogstad *et al.* (2007) avers that *laissez-faire* behaviour of leadership is a kind of destructive leadership behaviour rather than a kind of zero-leadership.

An advantage of *laissez-faire* leadership style is that it instills a higher sense of responsibility among team members and exposes team members to tough business situations, helping them to gain more experience and grow faster (Sosik *et al.*, 2004). Employees will be more likely to come up with new ideas if they feel they are in control of their own destinies (Northouse, 2021). Yang (2015) noted that *laissez-faire* leadership style can be an effective style where followers are highly skilled, experienced, and educated.

The Full Range Leadership Model explains how elements of transformational, transactional, and *laissez-faire* leadership styles are used in influencing the behavior of followers and the effects on organizational outcomes. Further, the model propositions that the leader may exhibit varying degrees of different styles, because the styles are not mutually exclusive. Therefore, the theory was applied in the study to support the variables transformational, transactional, and *laissez-faire* leadership styles.

2.2.3 Servant Leadership Theory

The servant-leadership model puts services to others as the priority. Servant leadership stresses a holistic approach to work, power sharing in decision-making, increasing services to others, and promoting a sense of community. The servant-leader is servant first (Greenleaf, 1996). Robert Greenleaf originated this theory in an essay that he later published in 1970. The central tenets of the servant-leadership framework are service to others with organizational success as the indirectly derived outcome. It means a holistic

approach to work: "The work exists for an individual as much as the individual exists for the work" (Greenleaf, 1996). Gandolfi and Stone (2018) indicates that leaders empower others to act by giving others power and not hoarding it.

Though servant leadership is a viable model for organizational leadership, Gandolfi and Stone (2018) point out that it has received criticism for its lack of empirical validation. Servant leadership has remained in the early stage of theoretical development, and although its understanding has advanced, it has not yet been fully operationalized. Several scholars generally criticized multidimensional constructs, primarily the alleged arbitrariness regarding selecting the dimensions making up the multi-dimensional construct (Langhof & Guldenberg, 2020).

Servant leadership is also critiqued for its excessive focus on employees' needs and development compared to organizational goals and objectives (Sendjava *et al.*, 2019). For instance, when a corporation is facing economic difficulties and expenses need to be cut for the organization to remain profitable, it is difficult for the servant leader to balance the conflicting interests of owners and employees (Yukl & Gardner, 2020). In some cases, followers may take advantage of the servant leader's support and generosity, leading to potential misuse of resources or lack of accountability (Greenleaf, 2002).

As presented by Amah (2019), those in the public sector should possess servant-leadership behaviours to spur organization-wide shifts in the direction of increased satisfaction, consensus, and reduced contention. This theory supports the variable servant leadership style by explaining the link between the followers and the leader and sheds light on the implications of that relationship as it impacts consensus building, power sharing, and conflict resolutions, which are key for effective public participation.

2.2.3 Contingency Theory of Leadership

According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that situation

(Greenleaf, 2002; Khan & Nawaz, 2016). The notion underlying contingency theory is that the relationship of a leader's characteristics (e.g., personality, behavioural style) to group performance is moderated by or is contingent upon aspects of the leadership situation or environment.

One of the proponents of contingency theories was Fred Fiedler, who published the Fiedler Contingency Model of leadership in 1964 (later revised in 1967). The model recognized that the most effective leadership style depended upon the context or situation in which the style was applied (Fiedler, 1967). Thus, different situations require different leadership styles, and leaders do not always have control of all situations (Hersey & Blanchard, 1969). Moreover, Antonakis and House (2004) argue that to be effective, a leader should be aware of the organization's policies and expectations, administrative style, employees and their expectations, external environment and its implications on the organization. This is consistent with Vasilescu (2019) who argues that leaders can determine which type of leadership style is most effective and when to draw on a different or combination of leadership styles, depending on the degree of interaction/communication, the personality of members, the level of decision-making and level of resources available.

The contingency theories are criticized for assuming that situational factors moderate the relationship between leadership style and organizational outcomes. Therefore, leadership style cannot predict outcomes unless the situational variables are known. These theories suggest that leaders must adapt their behaviour to the situation and should not change the situation. For example, leaders' styles must fit followers' needs, arousal levels and current competency. Hence, these theories may not be accurate for those leaders who can transform situations (Bass, 1985).

This theory is relevant to the current study as it infers that, for the county leaders to be influential, they need to analyze the situation in the county government and fit their behaviour to ameliorate leadership influences. This theory supports resource allocations

as a moderator variable in the relationship between leadership styles and public participation.

2.2.4 Participatory Democratic Theory

The principle of people's participation underscores representative democracies and underpins 'participatory democracy'. Thus, participatory democracy is among several democratic theories conceived as complements to or variants of representative democracies. This theory argues that where there is a higher degree of participation, people are more likely to believe that the decisions of the state are binding and hence form a less estranged attitude towards the government (Day, 2017; Pateman, 1970).

This theory stems its roots from an Athenian statesman called Solon in the 7th and 8th centuries. He initiated some administrative style to prevent leaders from oppressing many villages to become cities in ancient Greek. He allowed some decisions to be made by the vast majority in an assembly, not the oligarch. Additionally, the theory was influenced by John Stuart Mills, particularly with his utilitarianism work, representative government, and liberty. Mills claimed that the form of good government must be represented as it promotes fraternity, liberty and equity, making men recognize the just demands of other men and look past their immediate interests. Mills believed that communication, participation, and promotion of political education are critical elements of a good government (Day, 2017). Cerovac (2016) sees the local government organization as the best level of government to effectively foster general consultation and participation of the people.

Through increased involvement in high-level decision-making, participants undergo development in political efficacy (Avritzer, 2006). The participatory model was conceived to go beyond inequalities of materials and deficits in decision-making and increase citizen participation in decision-making processes. In this participatory model, there is a call for citizens to participate in the formulation, planning and/or management of specific policies, including service delivery (Mellinger & Floriani, 2015) and in this

case, participation refers to the effective involvement of citizens at all levels in decisions that affect them (Sekerák & Valkovičová, 2014).

Wide participation yields integrations among the participants and the resultant collective decisions are widely accepted (Pateman, 1970). Further, embracing citizen participation is considered vital in a representative democracy because it forms civic capacity and increases the chance of fairer, more widely supported decisions. However, English, Peretz and Manderschied (2004) emphasize on the necessity to ensure that interest groups do not dominate the policy-making process.

According to Pateman (1970), the participatory democratic theory is founded within the premise that representative institutions at the national level are poor conditions for democracy. Social training and education must take place for maximum participation to develop essential psychological qualities and individual attitudes. Only through participation in local associations, at work and the local level can people learn democracy and make it self-sustainable. Other benefits include enabling and integrating people to accept collective decisions (Pateman, 1970).

The participatory democratic theory provides the framework that allows community residents the freedom and the ability to maintain a sustained interest in the decision-making process (Elstubb, 2018). As noted by Waller (2010), collaboration among citizens helped develop relationships that enable them to work together and build trusting relationships. Another rationale of participatory democratic theory is that it has a multipurpose and multidimensional perspective because of its broad focus on inclusion, especially regarding groups such as minorities, immigrants, and the underrepresented residents. Apart from giving the residents a voice, participatory democratic theory also has an educational function which involves increasing the civil skills of residents in the neighborhood (Ndifon, 2019).

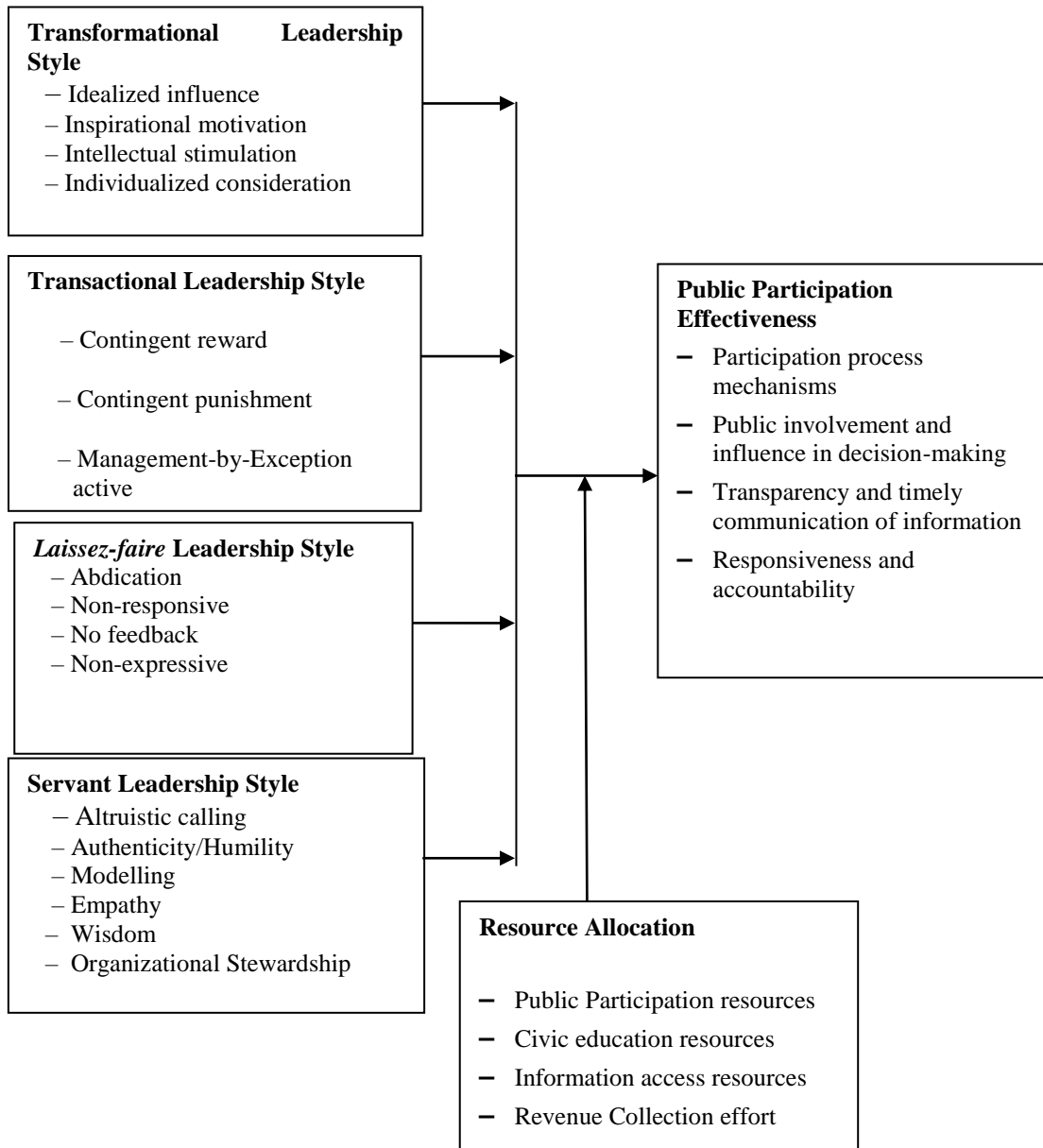
Most criticism of the participatory democratic theory is centered on the decline of this theory in the 1980s because the grass-roots practice faded. Another reason for the

decline is that this theory failed to provide citizens with the political education tools necessary to sustain and compete with other forms of democratic concepts (Elstub, 2018). Citizens face high costs in obtaining reliable knowledge about political issues. Politicians can then take advantage of the “rational ignorance” of the public (Bachtiger, *et al.*, 2018). Scholars and practitioners have not agreed to what extent deliberation constitutes participation in the sense that it is defined in participatory democratic theory (Pateman, 2012). The theory is also criticized as it tends to assume that positive outcomes arise from participatory process which is rather stereotypical and oversimplistic ignoring important factors like power and politic (Jackson & Schmisser, 2016).

Participatory democratic theory is relevant to this study as it advocates for citizens’ participation at the local level. One of the key objectives of the devolved system of governance in Kenya was to give people the power to make decisions that affect them through participation (Constitution of Kenya, 2010). The theory sets out elements of behaviour that influence public participation, therefore, a great anchor for the study.

2.3 Conceptual Framework

A conceptual framework is the illustrative presentation of variables, which determines how the independent variables, and the dependent variables relate to each other (Mugenda & Mugenda, 2003). A conceptualization of the correlation between the variables is illustrated in Figure 2.1. The independent variables and the dependent variable have been reviewed and operationalized in this section.



Independent Variables Moderator Variables Dependent Variable

Figure 2.1: Conceptual Framework

2.3.1 Transformational Leadership Style

Transformational leadership style is exercised where followers and leaders elevate each other to greater motivation and morality levels (Northouse, 2021). The style cultivates

the commitment of the followers to the objectives of the organization and shapes the culture of the organization in a way that is in line with the strategy of the organization (Yukl & Gardner, 2020). It is directed towards inspiring followers to pursue and share the leader's vision and motivating them to move past their interests of exchanging compliance and effort for rewards (Howell & Avolio, 1992). Transformational leadership has four main elements (Bass, 1985; Northouse, 2021).

First, idealized influence or charisma describes charming leaders whose compelling presence and glamour attract followers who desire to be like them and assist them in achieving their goals. It is the leader's way of appealing to followers at an emotional level and promoting cohesiveness (Yukl & Gardner, 2020). Second, inspirational motivation refers to how leaders use incentives to make followers participate in achieving their vision by convincing them that their contribution is crucial and irreplaceable. It is the way that a leader inspires subordinates with expressions of visions (Northouse, 2021).

Third, intellectual stimulation describes how a leader challenges his/her followers to think creatively, encourages them to express themselves creatively, take risks and supports them in all activities to meet the team's goals (Northouse, 2021). Fourthly, individualized consideration refers to how the leader gets attentive to the followers' needs, sympathizes with them, provides a conducive atmosphere for them, and acts as a mentor (Northouse, 2021). It is critical for decision-making as it encourages appreciation of viewpoints and ideas espoused by individuals in the organization.

Through various mechanisms, transformational leadership improves performance, morale, and followers' motivation. These include linking the organization's collective identity and the follower's sense of self-identity to the mission, inspiring followers by becoming a role model, inspiring followers to own their work, knowing their strengths and weaknesses and aligning them with tasks that maximize their performance. It allows members to freely communicate their ideas and innovations (thinking outside the box), and the group's interest comes first (Odumeru, 2013).

Leadership research has focused more on the positive effects of transformational leadership and ignored the adverse effects that could lead to destructive outcomes in organizations (Howell & Avolio, 1992; Yukl & Gardner, 2020). Transformational leaders have high charisma levels that can lead to potential hubris, boastfulness, greed for power and success (Bass & Avolio, 1990). Bass (1999) alluded that a transformational leader can have solid authoritarian tendencies related to excessive self-glorification and are unaccepting of criticism to maintain their perfect image. It results in transformational leaders overestimating their value and undervaluing that of their followers, shifting the focus from supporting the followers to advancing their image at the sacrifice of followers and organizational objectives (Bass, 1999).

Transformational leadership style positively impacted performance (Samson & Ayodeji, 2019; Tahar & Abdillah, 2021). It denotes that the more effective a leader is in applying this transactional leadership style, the higher the resulting performance. Iscan, Ersari and Naktiyok (2014) underscores that transformational leadership style is very effectual in improving institutional performance during indecisive environment and in achieving competitive advantage. They attributed this to the fact that transformational leaders portray certain behaviors that serve to speed up workers' innovative thinking through which they can boost individual worker performance, institutional modernization, and company performance.

Various studies have found a relationship between transformational leadership and the efficacy of organizations (Bass & Avolio, 1990; Iscan *et al.*, 2014;) and meta-analytic reviews have corroborated positive connections between transformational leadership of superiors and the performance of their subordinates (Judge & Piccolo, 2004). Since transformational leaders greatly influence employees, whose engagement is enormously required for organizational performance (Iscan *et al.*, 2014).

One of the main factors that influence good governance is the role of leadership. Leaders motivate individuals to achieve their targeted goals (Northouse, 2021). Understanding leader's behaviors, particularly in the public sector, is a critical and vital issue since

public-sector leaders present an essential role towards achieving high levels of good governance (Elmasry & Bakri, 2019; Masud, 2013). The nature of the public sector is complex and enormous with little satisfaction from the public (Ojala, 2013). Thus, Elmasry and Bakri, (2019) consider some characteristic of transformational leadership applicable in public sector such as help employees to unlearn past routines and support creative solutions to complex problems. Mokgolo, Mokgolo and Modiba (2012) further state that transformational leaders reduce conflict in organizations and improve productivity and outcomes in the public sector.

This is consistent with the studies which found that transformational leadership has a positive effect on the public sector (Moynihan, Pandey, & Wright, 2013). It from this that Bumgarner (2016) and, Elmasry and Bakri (2019) deduce that transformational leadership does influence good governance in public sector. Empirically, Mohamad, Daud and Yahya (2014) confirmed the links between transformational leadership style and employees' good governance characteristics which is significant to strengthen the governance in local government authorities. Public participation is a core process of good governance and therefore, the present study sought to examine transformational leadership style influence on public participation effectiveness in the local or county governments governance.

2.3.2 Transactional Leadership Style

Transactional leadership style is based on the hypothesis that followers are inspired by a system of rewards (extrinsic, mostly economical) and punishments. It values order and structure. It strictly focuses between followers and leaders interchange and specifically what benefits are there for each party after completing the goal (Bass & Avolio, 1990). Leaders work within the existing organizational culture and with the existing tools and processes. They maintain *status quo* and are extremely performance-oriented (thinking inside the box). These types of leaders are not inclined to bring change (Mäkitalo, 2017; Odumeru, 2013).

Bass and Avolio (1990) indicate that the sub-dimensions of transactional type of leadership are contingent reward and management-by-exception. A contingent reward is where the leader communicates the goals, objectives and targets of a task to be accomplished and a predetermined reward is offered to followers on the accomplishment of that task. Management-by-exception dimension entails the leader correcting the followers negatively (Northouse, 2021; Yukl & Gardner, 2020). It is categorized into active and passive forms. An active leader monitors deviation from standards and acts when necessary. A passive leader generally ignores followers until a mistake occurs, and only then does he/she provide negative feedback (Mäkitalo, 2017; Northouse, 2021).

The transactional leadership style plays a very critical role in an organizational setting. It allows leaders to achieve their performance goals, complete required tasks, maintain the current organizational situation, motivate subordinates through contractual agreements, direct subordinates' behavior towards the set goals' achievement, emphasize extrinsic rewards, avoid unnecessary risks, and focus on improving organizational efficiency (Tahar & Abdillah, 2021). Transactional leadership style positively affected performance outcomes (Kalsoom, Khan & Zubair, 2018; Samson & Ayodeji, 2019). This means that the more effective a leader is in applying this transactional leadership style, the higher the resulting performance.

In the practice of governance, the aspect of leadership is needed to stimulate creativity by providing various kinds of knowledge to stakeholders, enabling the formation of new ideas and understandings (innovation). Thus, according to Muslim, Prasojo and Salomo (2021) facilitative leadership may aid stakeholders in exploring various possibilities for the sake of mutual benefit. Transactional leaders are regarded as the sole instrument of direction by the members of the organization, meaning that this leadership style possesses a strong "top-down" characteristics (Ricard, *et al.*, 2017). Further, the leader may take advantage of the instrument of incentives to spur the members of the organization towards the achievement of the established goal which is not aligned to good governance practices. Given the contradicting views regarding the effects of transactional leadership, this study sought to explore the influence of transactional

leadership style on public participation effectiveness in the county governments governance.

2.3.3 Laissez-Faire Leadership Style

Laissez-faire style, also called the hands-off leadership style, is often seen as the absence of leadership (Yukl & Gardner, 2020). Followers are given as much freedom as possible by the leader, who offers little or no direction. Fundamentally, this leadership style looks humble and easy-going amongst leaders and subordinates. It is a passive style evidenced by high levels of indifference, avoidance and indecisiveness. The leader hands over responsibility, delays decisions and gives no feedback to followers (Tarsik, Kassim, & Nasharudin, 2014; Yukl & Gardner, 2020). The followers have almost no connection with, or support offered by the leader. Followers have complete freedom to make decisions (Osborn, Schermerhorn, & Hunt, 2008).

Bass and Avolio (1990) characterize *laissez-faire* leadership as one where leaders do not use their authority. Instead, they abdicate responsibilities and avoid decision-making. Bass and Stogdill (1990) noted that *laissez-faire* leaders absent themselves from the scene mentally or physically, avoid providing support and direction, do not care what followers do, abdicate responsibilities through deflection of requests for help, and abdicate all responsibilities for the performance of their followers. However, this seems to be suitable for employees with self-discipline, high responsibility, and in contrast, this style will be difficult to achieve leadership goals with employees having a low sense of discipline (Thanh & Quang, 2022).

Since *laissez-faire* leadership style often does not represent the role of the leader, the employees can maximize the *laissez-faire* to make most decisions and do work in a way that is most convenient for them (Thanh & Quang, 2022) while encouraging personal growth, employees can express themselves especially before difficult tasks. On the other hand, the *laissez-faire* leadership style encourages innovation and creativity and allows

for faster decision-making, autonomy to make decisions without waiting for the approval process (Amanchukwu, Stanley & Ololube, 2015).

In examining laissez-faire leadership in many organizations, Avolio and Bass (2004) found that strong negative associations with effectiveness and satisfaction were repeatedly obtained when leaders were rated as frequently using a laissez-faire style of leadership. These views are further affirmed by Northouse (2021) submission that laissez-faire leadership style has generally been found to be negatively related to outcomes such as effectiveness and satisfaction in organizations. Fiaz *et al.*, (2017) posit that laissez-faire leaders live and work with whatever structures they find in place without any suggestions or criticisms. Goals and objectives are established only when necessary and required. Further, such leaders are not control-frisk and abdicates controlling to employees. Moreover, during many changes and reforms, laissez-faire leadership style is inappropriate in stimulating the right strategies for success (Pham, Hitendra, & Amanda, 2017).

Laissez faire leadership is characterized through managing the situation where a problem has occurred (Harun, Khadijah & Mom, 2014)) and leaders take a reactive approach to correct mistakes or to overcome problems. This style of leadership has been critiqued in the literature as leaders are not concerned with proactively identifying or preventing problems. They do not advocate for knowledge sharing and joint problem solving with subordinates (Yusof, 2015). According to Jony *et al.* (2019), this leadership style cannot be functional in organizations which allow both the leader and followers to contribute to the decision-making process and complete tasks to ensure the organization's performance and effective governance. Leadership effectiveness, particularly in decision- making, is at the core of an effective public participation process. Thus, the current study was motivated to investigate the influence of laissez-faire leadership style on public participation effectiveness in the context of local or county governance.

2.3.4 Servant Leadership Style

According to Greenleaf (1996), a servant-leader is first a servant who works intentionally to ensure that the highest priority needs of other people are served. Barbuto and Wheeler (2006) developed concepts and empirically distinct contrasts for measuring servant leadership: altruistic, emotional healing, persuasive mapping, wisdom, and organizational stewardship.

Altruistic calling describes a leader's deep-rooted desire to make a positive difference in others. Since the goal is to serve, leaders high in altruistic calling will put others' interests ahead of their own and diligently work to meet followers' needs. (Barbuto & Wheeler, 2006). Wong and Page (2003) refer to this quality as 'servanthood'. Servant leaders need to demonstrate authenticity by showing a consistent display of humility, integrity, accountability, security and vulnerability (Sendjava *et al.*, 2019, 2008). Servant-leaders accept people for who they are and engage with others as equal partners with concern for the other person's wellbeing (Sendjaya *et al.*, 2019).

Empathy is putting oneself in another person's situation and observing it from their perspective, especially during hardship or trauma. In a leader-follower situation, the follower feels validated and unique (Yukl & Gardner, 2020). Healing involves supporting the followers to overcome their problems and helping them take care of their well-being (Barbuto & Wheeler, 2006).

Greenleaf (1977) argues that servant leadership is demonstrated whenever those served by servant leaders are positively transformed in multiple dimensions (e.g., emotionally, intellectually, socially, and spiritually) into servant leaders themselves. The transforming influence occurs through behaviours such as role modelling, mentoring, empowering and trust (Barbuto & Wheeler, 2006; Yukl & Gardner, 2020). Leaders high in persuasive mapping are skilled at mapping issues and conceptualizing greater possibilities and are compelling when articulating these opportunities. Persuasive mapping describes how leaders use sound reasoning and mental frameworks to encourage others to visualize the

organization's future and are persuasive, offering compelling reasons to get others to do things (Barbuto & Wheeler, 2006).

Wisdom is a combination of awareness of surroundings and anticipation of consequences, where leaders are adept at picking up environmental cues and understanding their implications. Such leaders are good at combining the height of knowledge and utility (Barbuto & Wheeler, 2006; Northouse, 2021). Organizational stewardship describes how leaders prepare an organization to positively contribute to society through community development, programs, and outreach (Barbuto & Wheeler, 2006). Stewardship involves the leader taking responsibility for their leadership role (Greenleaf, 1996; Northouse, 2021). Commitment to people's growth in the organization is a dedication to each person and commitment to help the growth of everyone, both professionally and personally (Greenleaf, 1996; Northouse, 2021).

In the 20th Century, Mahatma Gandhi and Martin Luther King Jr. served as prominent examples of servant leadership (Gandolfi & Stone, 2018). Starbucks, Men's Warehouse, Toro Company, and Southwest Airlines are examples of organizations that have at one time or another, adopted servant-leadership as their primary strategy and philosophy (Amin, Ahmed & Soomro, 2019).

Servant leadership behavior influences organizational financial performance, due to factors such as developing and empowering others, authentic leadership and visionary leadership are factors predictive right to affect the performance. In team-based organizations, the presence of servant leadership improves the performance and effectiveness of the team (Sudibyo & Muslimah, 2016). Servant leadership has the potential for maximizing empowerment and participation because it supremely values the importance of everyone. Servant leaders always believe in the ability of their followers and hence the followers feel that they are needed and participate without fear of failure or prejudice (Kgatle, 2018).

Leaders in public organizations ought to have stronger intentions to serve the people. Hence, servant leadership should be a natural model in the public sector (Barbuto & Wheeler, 2006; Gabris & Simo, 1995). These views were supported by Amah (2019) strong contention that servant leadership style is the best value-based leadership style that would produce good leaders in Africa. Further, Weinstein (2013) states that the servant leadership paradigm applicability in the public sector could provide a relationship of trust to address the problems affecting governments. Unfortunately, Slack *et al.* (2019) observed that public sector leaders do not have strong intentions to serve and hence the expected outcomes of servant leadership are not necessarily guaranteed.

Weber (2010) considers servant leadership as one popular way of achieving democratic leadership that aims to address the problem of representation. Servant leadership is generally valued for its selfless concern for the common good, of which everyone is a trustee, over personal ambition. However, the author presents the paradox of servant leadership approach. The leaders must struggle to gain office and to proclaim his talents, skills, and knowledge to successfully obtain a position of public service. One must have ambition. Plus, these positions of public service may bring with them great influence over others. This apparent paradox finds resolution in the service motivation behind one's ambition and influence that sets apart the servant leadership model.

Successful governance is depicted as “the leader’s ability to effectively influence followers and other organizational stakeholders to reach the goals of the organization” (Yukl & Gardner, 2020). Further, Fleming *et al.*, (2020) avers that servant leadership can contribute to implementing inclusive practices by generating network of relations founded on fairness, respect and equity. Inclusive behavior of servant leadership implies aligning organizational objectives with inclusive practices and facilitation of inclusion at all levels. Serving fellow citizens is a superior cause that makes the work of employees meaningful under the leadership of servant leaders (Bhatti *et al.*, 2022).

Dibie and Dibie (2017) strongly contend that servant leadership and democratic representation are continuous processes of development that could be accomplished

through the participation of the citizens in their own development agendas. Further, the positive attributes of inclusive governance encompass material well-being, wider choices, and opportunities for people to realize their potentials and the guarantee of equity of treatment, freedom to choose and full participation is the process by which citizens govern themselves. Servant leaders have the right negotiation skills in managing to resolve conflict, as well as many other economic developments, shared governance, inclusiveness, and participation activities (Griffin, Phillips & Gully, 2017). It is based on these attributes that the current study ventured to explore the influence of servant leadership style on public participation effectiveness in the county governance in Kenya.

2.3.5 Resource Allocation

Prior studies have argued that the effectiveness of leadership behaviour depends on contextual conditions such as the availability of resources in the firm (Yukl & Gardner, 2020; Vaccaro *et al.*, 2012). However, it has also been suggested that resource availability or abundance might negatively affect performance (Shalley & Gilson, 2004). Not having everything readily available may stretch the leader to think of different ways of improving performance. Internal factors are factors that exist within an organization (e.g., resources, experience) and external factors occur outside the organization (e.g., natural disasters, changes in consumer trends); both are part of the decision-making process (Childs *et al.*, 2022). Therefore, leaders must ensure that followers or employees have access to appropriate resources for performing their job (Cohen & Levinthal, 1990; Shalley & Gilson, 2004).

The role of an effective leader is vital for organizational performance. Effective organizational leaders develop progressive organizational cultures, develop employees' motivation, clarify vision and organizational objectives, and guide the whole efforts towards high performance and outcomes. Zeb, Ahmad and Saeed (2018) lament that effective leaders utilize resources with best strategies for task accomplishment that are adapted to the social and task environment. They demonstrate public agenda and grapple

with dilemma of how governments can remain credible and focused when significant resources are not in their control or organizations are assigned to political people with limited ability.

Leadership assists organizations in achieving their current goals by linking job success to valuable incentives and ensuring that employees have the resources they need to do their jobs. Based on contingency and behavioral views Anwar and Surarchith (2015) posit that leaders' attributes empower their followers toward defined goals through instructive character and mission requirements. However, transactional leaders can depend on resources to reward followers for completing a task or achieving a goal (Ali & Anwar, 2021).

Resource allocation towards public participation is directed toward information gathering, awareness creation, and capacity building to achieve the desired objectives (Casim, Enock & Joseph, 2012). As per Section 30(3) (g) of the County Governments Act (2013), the Governor should promote and facilitate citizen participation in the development of policies, plans, and service delivery in the county. Specifically, the Act requires that sufficient resources be allocated to public participation planning, management, coordination, capacity building of government officials and the public, public communication and access to information, stakeholder mapping, outreach, and mobilization. The resources allocated and how well such resources are used for public participation purposes will undoubtedly affect the leadership effectiveness regards of the leadership style applied. This prompted the current study to explore the moderating effect of resource allocation on the relationship between leadership style and public participation.

2.3.6 Public Participation Effectiveness

Chompunth and Chomphan (2012) define public participation effectiveness as the extent to which public participation objectives are met in terms of participants' influence on decision-making through effective mechanisms, levels of inclusiveness, provision of

transparent and timely information, responsiveness and accountability of the agents, and empowerment of the citizens. Evaluation of public participation effectiveness measures how well the objectives of involving the public are satisfied (Nadeem, & Fischer, 2011; Thusi, Mayisela & Matyana, 2023). Strauss (2022) argues that when evaluating the effectiveness of public participation, both the process and the outcome of public participation are important.

In many ways, the assessment of outcomes is preferable because these will correspond more directly to the desired aims of the exercise (Bobbio, 2019). However, these may be difficult to ascertain in a timely manner, and as such, evaluation of exercise processes often serves as surrogate to the outcomes of the exercise (Rowe & Frewer, 2004). Scholars have argued that process effectiveness focuses on means and not ends (Quick & Bryson, 2022). It is thus critical to examine a range of procedural characteristics of the participatory programs, which add value to the decision-making process (Chompunth & Chomphan, 2012).

The question of whether the participation process is efficient, effective, and ends with a desirable outcome is very important (Bobbio, 2019; Clark, 2021). Public participation includes procedures to inform, involve, and consult the public to allow the public to influence the decisions that affect them (Bryson *et al.*, 2013; Mbithi, *et al.*, 2019). However, past research gives little attention to the question of who makes these design decisions, what public values they hold, and how those values impact decisions (Clark, 2021). The study adopted both process and outcome evaluation criteria based on County Public Participation Guideline (2016). These are the use of public participation mechanisms, public involvement and influence in decision-making, timely access and transparent communication of information, and responsiveness and accountability of the agent to the public.

(i) Use of Public Participation Mechanisms

Clark (2021) noted that a variety of guidelines and methods originate from public participation categorization that ranges from those provoking participation in the form of opinions (e.g., focus groups and public opinion surveys) to those that provoke decisions and judgments from which derivation of actual policy might come (e.g., citizens' juries and consensus conferences). Appreciating the significant features of different available participation methods and recognizing their effectiveness is important (Clark, 2021; Hofmann, Münster & Noennig, 2020).

Several public participation mechanisms have been identified in the literature. A public hearing is the commonest process of formal public participation (Bobbio, 2019; Quick & Bryson, 2022). An agency, either legally or voluntarily mandated, holds public meetings to give detailed information. Giving testimony at public hearing creates a different kind of belonging and ownership of a problem and its solution, in comparison with engaging in long-term deliberative processes (Quick & Bryson, 2022). The County Public Participation guidelines recommend public hearing as it offers a chance for instant feedback and observation of a situation (County Public Participation Guideline, 2016)

Community advisory boards, or citizen panels, are selected individuals from the community that represent the community at large. Whether elected, volunteers, or appointed, these boards or panels represent the parties affected and decide on their behalf. Referendums and ballots safeguard the interests of each community member by ensuring that their voices are equally expressed and fairly heard (Laurian & Shaw, 2008). Crowdsourcing is an online and web-based technique, a joint intelligence system that engages a large mass of people to devise a solution to a problem by analyzing information offered qualitatively (Seltzer & Mahmoudi, 2013).

(ii) Public Involvement and Influence in Decision-making

In a government-public relationship, effective public participation plays a central role as a process of engagement in governance. Governance entails formal and informal decision-making processes and management of shared interests or community concerns. Public participation enables stakeholders to engage with political leaders, government agents, business organizations, and non-profit organizations that develop and implement public programs and policies in matters that affect them. Bevir (2013) notes that governance matters have gone past government, hence the need and scope for public participation.

The County Public Participation Guideline (2016) indicates that public participation is a mandatory and continuous process in county governance. In its broad framework for public participation content and mechanisms, it requires public to participate in governance functions and processes, including policy, legislation and lawmaking, development planning and budgeting, performance management, and oversight through monitoring and evaluation (Republic of Kenya, 2016). Studies, including that of Neshkova and Guo (2012), indicate that civilian input can increase the performance of public programs and enhance organizational performance.

(iii) Timely and Transparent Communication of Information

Generally, for public participation process to be effective and legitimate, it must be transparent for citizens to follow what is happening and how decisions are being made (Hofmann, *et al.*, 2020). It reduces public suspicions about the motives of the government and its officials. Transparency might involve releasing information on time. If any information ought to be withheld from the public due to sensitivity or security reasons, it is crucial to admit its nature rather than jeopardizing the discovery of such confidentiality with subsequent contrary reactions (Quick & Bryson, 2022; Bryson *et al.*, 2013).

Access to adequate, timely, and appropriately balanced information is the basis of effective participation, good governance, and transparency (Bobbio, 2019). Through it, citizens can make informed decisions on development-related issues, advocate for policy improvements on issues and participate fully in public debate. Moreover, Clark (2021) avers that local knowledge sets the stage for experts' input. If information is inaccessible, then corruption, inefficiency, and ineptitude thrive, which hinder the effective participation of citizens in public governance (Gitegi & Iravo, 2016; Chivunda, 2015; Transparency International (TI), 2014).

According to Article 35 of the Constitution of Kenya (2010), citizens reserve the right to access any information that Public Officials or the State holds. The information provided should be simple, easy to understand, and interpret in a variety of multimedia formats. Communication timelines are critical to ensure that there is ample time to process the information, prepare for engagement, and act as necessary.

Articles 118 (1) (a) and 196 (1) (a) of the Constitution of Kenya 2010 emphasizes the fact that the County Assemblies and Parliament need to conduct their work in full citizens' view. Article 201(1) (a) directs that there should be accountability, public participation, and openness in public financial matters. Article 232 (1) (f) indicates that the Public Service values and principles entail provision and transparency of accurate and timely information to the public.

The use of Information Communication Technologies (ICT) in the participation processes can significantly enhance access to information, improve communication, and improve the entire process. These technologies consist of computer-made visualizations, public participation geographic information systems, keypad voting, interactive Web sites, and strategy mapping tools (Bryson *et al.*, 2013). It is crucial to recognize the most appropriate communication medium in terms of reach and costs. Media may consist of television stations, newsletters, and brochures (Ministry of Devolution and Planning & Council of Governors, 2016).

(iv) Responsiveness and Accountability on Public Needs

The main criticism about participation is that it has frequently been considered ineffectual, only being utilized in legitimizing decisions or making consultations without any intentions of using the recommendations in decision-making (Clark, 2021; Quick & Bryson, 2022). Hofmann *et al.* (2020) emphasizes this aspect by stating that there are several normative criteria, relating to the process itself which are derived from democratic ideals (e.g., equality and equity, fairness, transparency, etc.) which should always be met when involving the public in decision-making. Further, open participation promotes accountability and transparency in the process (Gitegi & Iravo, 2016; Transparency International, 2014).

According to the United Nations (UN) (2015), accountable and responsive governance involves the citizens in policy making and decision processes, monitoring and evaluation as well as implementation. Its focus is the people's needs and engaging them in the identification of those needs in a responsible manner, both for decisions made and actions taken (UN, 2015; Saner, 2013).

Responsiveness requires the government agent's sensitivity to a rights-based method to development when the citizens' needs vary widely. Responding effectively and efficiently to the public's real needs requires involving them in articulating and identifying their needs (UN, 2015). One of the ways to ensure responsiveness is through representation. To achieve true representation, members of all affected communities, the marginalized included, should be represented (Hofmann *et al.*, 2020).

Literature gives priority to financial and performance accountability (UN, 2015). Performance accountability enables checks and balances from external and internal stakeholders to guide, monitor and evaluate public programs and inform improvements. Accountability, therefore, denotes responsibility for outcomes and results. When effectively operated, it ensures that public governance flourishes, related institutions perform better and service delivery to citizens efficiently and effectively (UN, 2015).

Accountability also includes clarity about the roles and responsibilities of the stakeholders involved in the decision-making process (County Public Participation Guideline, 2016).

2.4 Empirical Review

This section reviews the empirical findings in the literature from previous scholars regarding the impact of transformational, transactional, *laissez-faire* and servant leadership styles on public participation effectiveness and moderating effect of resource allocation on the relationship between leadership styles and public participation.

2.4.1 Transformational Leadership Style and Public Participation Effectiveness

Thanh and Quang (2022) explored the expression level of transformational, transactional, and laissez-faire leadership styles and public sector employee engagement in state agencies at the provincial level in Vietnam. The subjects of this study included 325 respondents who were working in government agencies in Vietnam. Their results concluded that three leadership styles, namely transformational leadership, transactional leadership, and laissez-faire leadership styles, had positive relationship to engagement of public sector employees.

Mwakasangula *et al.* (2015) examined the effect of leadership behaviour on good governance using a cross-sectional design covering Rungwe and Babati Districts in Tanzania. The sample size was 125 households. The effect of leadership behaviour was measured based on participation, which is an aspect of good governance. The study results indicated a strong relationship between transformational leadership behaviour and practical villagers' participation in different development activities. For instance, in villages where the leaders were said to be charismatic and supportive, the villagers' participation in decision-making processes and funds mobilization for development projects such as schools and dispensaries construction were effective and efficient.

Springer, Walkowiak and Bernaciak (2020) researched on the style of political leaders of rural communes in Poland and its links with their engagement in social activation and the use of participatory tools. The survey sample was 49 commune mayors from the Greater Poland Province (43%) using the Multifactor Leadership Questionnaire (MLQ) and a questionnaire about public participation. Their results indicated that both transformational and transactional leadership style were positively related to public participation. Further, transactional leadership style dominated among commune mayors from the Greater Poland Province. Transformational leadership style was exhibited much less frequently.

Ghartey, Mensah, and Ghartey (2016) examined how leadership approaches have influenced the participation and performance of local governments in the Central Region of Ghana. The study used a descriptive survey design and mixed methods. Multi-stage, purposive, and stratified sampling procedures were used to select a sample of 989 respondents from three local government areas. The study revealed that the leadership approaches influenced participation but did not influence performance. Secondly, the leadership approaches of the Assembly members enabled the followers to feel enthusiastic and take responsibility but did not engage sustainability of development interventions.

Egessa (2013) analyzed the effect of transformational as well as transactional leadership paradigms on service delivery to customers in local authorities in Kenya's Western region. The author used a correlation survey design. Data was collected from 322 respondents who were employed by selected local authorities in the Western Kenya region using MLQ centered questionnaires. The study used both Pearson's correlation coefficient test and descriptive statistics for analysis. The study observed that the transformational leadership paradigm was positively and significantly related to customer service delivery ($r = 0.689$; $p < 0.05$) much more than transactional leadership paradigm ($r = 0.613$; $p < 0.05$). Hence, both transformational and transactional leadership paradigms are essential in establishing the quality service delivery to the public (Egessa, 2013).

Men and Stacks (2013) investigated the effect of leadership styles and employee empowerment on the organization's perceived reputation. The study applied an online quantitative survey comprising 700 randomly selected employees from diverse work units in a Fortune 500 company in the U.S. The results showed that the way employees perceive organizational reputation is influenced by transformational leadership style and employee empowerment. Transactional style that is characterized by contingent reward behaviour had a direct significant negative impact on how employees perceive organizational reputation.

Kusumastuti and Rouli (2021) undertook a study aimed at gaining insights into the smart city implementation and citizen engagement in Indonesia through the online social network by conducting a focus group discussion with four academicians and in-depth interviews with six representatives of the related government institutions. They indicated that the implementation of smart cities should be adjusted according to the local situation. The critical success factors of the implementation are namely, local wisdom, transformational leadership, sustainability, and political content.

Rathore (2012) explored participatory and leadership development in Pakistan. Leadership style questionnaires were used in the collection of data from 76 elected district administrators. The study concluded that transformational leadership style and partnering/networking were correlated significantly with the program participation and utilization levels in sixteen districts. Individualized deliberation led to follower building capability for participatory development while intellectual stimulation was a vital leadership sub-style for examining elite capture. It was observed that an ongoing participatory program, generally empowered the communities in the long term (Rathore, 2012).

Datche, Gachunga, and Mukulu (2015) examined the effects of transformational leadership on employee engagement in the civil service in Kenya. The analysis was based on 252 completed questionnaires from civil servants in eighteen (18) top-performing state corporations. They concluded that overall, transformational leadership

was positively related to employee engagement. Further, intellectual stimulation and individualized consideration constructs were positively and statistically related to employee engagement, inspiration motivation construct was not significant while idealized influence had a significant negative relationship with employee engagement.

On the negative side, Eisenbeib and Boerner (2013) investigated the effects of followers' dependency on transformational leaders as a relevant negative side effect in the relationship between transformational leadership and followers' creativity. The study sample comprised 416 Research and Development (R&D) employees from 73 industrial enterprises engaged in R&D-oriented sectors and three research institutes in Germany. They showed that transformational leadership promotes followers' creativity but at the same time increases followers' dependency, which in turn reduces their creativity. This negative indirect effect attenuates the positive influence of transformational leadership on followers' creativity.

Ishikawa and Xu (2015) examined the influence of transformational leadership on team performance in a study of 636 researchers working in 131 R&D industrial research teams in Japan. The study verified that transformational leadership negatively affects R&D team performance because of the norm of maintaining a consensus in Japanese culture. The results indicated that the effects of transformational leadership are quite different in non-Western cultures, particularly in collectivistic cultures like Japan.

Hamman (2012) conducted a study on transformational leadership and employee engagement among knowledge workers in South Africa. Samples of 21 consultants were surveyed using an MLQ assessment based on Burns' (1978) seminal work. Descriptive analysis, correlation analysis, and cross-tabulation tables were used for analysis. The findings indicated that leadership was a significant determinant of employee engagement. The results of the correlation and cross-tabulation tests showed that transformational leadership and employee engagement had no statistically significant positive linear association between them.

In his research paper, Amgheib (2016) examined the relationships between job satisfaction, organizational commitment, and work engagement and the full range of leadership styles (transformational, transactional, and *laissez-faire*). A deductive approach was employed, using a questionnaire to collect data from 667 participants from 141 work groups across 24 Libyan public sector organizations. The research findings showed that due to transformational leadership style there is an induced positive level of work engagement, job satisfaction, and the organizational commitment of employees. Transactional leadership style was positively linked to work engagement and job satisfaction. *Laissez-faire* style had no influence on the work outcomes of the followers.

A study by Tipape and Kepha (2016) sought to assess the effects of transformative leadership on governance in Kajiado County government. They applied descriptive and exploratory techniques to analyze data from 346 respondents. Contrary to most results, they found that transformative leadership had a considerable negative impact on governance in Kajiado county, with both correlation and multiple regression that were carried out supporting this proposition. The conclusion was that for Kajiado County to achieve efficacy in its operations, this type of leadership should not be applied. They however, recommended further research on the effects of transformative leadership to ascertain agreement or disagreement with their research findings.

Elmasry and Bakri (2019) investigated the role of transformational leadership in promoting the principles of good governance in the Palestinian public sector. This study employed total population sampling with data collected from 342 general managers in the government sector in Gaza strip. Partial least square of structural equation modelling was used for data analyses. Findings of the study revealed a positive and significant relationship between all transformational leadership behaviours and good governance except for inspirational motivation. Also, the findings confirmed that governments, by practicing transformational leadership, that, in turn, results in promoting good governance.

2.4.2 Transactional Leadership Style and Public Participation Effectiveness

Good leadership styles are required to guide organizational changes towards a direction that will enable governments to achieve their goals, objectives, and vision. Based on this premise, Ongige (2018) researched on leadership styles and implementation of devolved governments in Kenya using Kisii County as a Case Study. Simple random sampling was applied to collect data from 285 respondents, including management and staff working in Kisii County government. Transactional leadership, with a correlation coefficient of 0.9536 was noted to have the strongest influence on the implementation of devolved governments. This was followed by transformational leadership style, servant leadership and participative leadership style with correlation coefficients of 0.5526, 0.148 and 0.0438 respectively.

Devi and Narayanamma (2016) studied transactional and transformational leadership relationship to employee work engagement. They used a survey method covering 55 respondents in a beverage company and analyzed the data using correlation, chi-square test, means, and regression. The Utrecht Work Engagement Scale was used to develop the research instrument for measuring employee engagement, while Multifactor Leadership Questionnaire (MLQ) that was developed by Bass and Avolio (1990) was used to determine leadership style. The study results indicated a significant positive correlation between employee engagement and transactional leadership ($r= 0.7600$, $p<.05$), and transformational leadership ($r= 0.487$, $p<.05$).

Khuong and Yen (2014) conducted a study using a sample size of 269 respondents from five leading industries in Binh Duong, Vietnam, to empirically find the effect that styles of leadership had on employee engagement. Various statistical techniques were used for analysis, including quantitative analysis, factor analysis, multiple regression analysis, and path analysis. The results showed that higher levels of visionary, ethical leadership and employee sociability were related positively to higher levels of employee engagement. Visionary and ethical leadership had a positive effect on the sociability of

the employee. In contrast, transactional leadership correlated negatively with the engagement of the employee.

Elenkov (2002) investigated the key impacts of transformational and transactional leadership behaviour on the organizational performance of companies in Russia and the effect that cohesiveness of the group has on leadership-transformational behaviour from a Russian perspective. Stratified random sampling was used in the selection of a sample of 950 Russian managers. Bass and Avolio's (1990) Multifactor Leadership Questionnaire (MLQ) was applied in measuring leadership behaviour. The results of the study demonstrated that transformational leadership was able to predict the organizational performance of Russian companies directly and positively over and beyond the effect of transactional leadership.

2.4.3 *Laissez-Faire* Leadership Style and Public Participation Effectiveness

Nwokocha and Iheriohanma (2015) sought to examine the link between leadership styles and the retention of employees in Nigerian organizations. The study sought its data from secondary sources. They identified leadership styles that were common in organizations, namely, democratic, autocratic, and bureaucratic, among others. They posit that a *laissez-faire* style of leadership entails allowing freedom for group members to make their own decisions. This leadership style finds its basis in two folds. First, it is strongly believed that employees are quite knowledgeable in their professions, so allow them to do their professions freely. Secondly, the position held by the leader may be election-based or political and, therefore, they may not want to take control and use power because they fear they may not be re-elected. They indicate that, under the *laissez-faire* style, there was practically no participation, involvement, or communication in the workforce.

Asrar-ul-Haq and Kuchinke (2016) empirically investigated the impact that styles of leadership have on employees' attitudes toward their leaders and performance. Data was collected from banks in Pakistan using a sample of 224 respondents who were selected

through a non-random purposeful sampling technique. MLQ 360 questionnaire was used in measuring perceived *laissez-faire*, transformational and transactional styles of leadership, readiness to use extra effort on the job, leaders' effectiveness, and satisfaction with the leaders. The study used both descriptive and inferential statistics (multiple regression techniques) for analysis.

They found a significant link between employee performance outcomes and transformational leadership. However, the study reported that *laissez-faire* style had a negative relationship with employee performance effectiveness as well as satisfaction of an employee. They further argued that leaders, who adopt a *laissez-faire* leadership style to avoid making decisions, are commonly reluctant to act and avoid situations where there are chances of encountering problems, fail to offer feedback to their followers, do not reward or use other means to ensure that their followers' needs are satisfied. As a result, the followers get dissatisfied, inefficient, and unproductive in their workplaces (Asrar-ul-Haq & Kuchinke, 2016).

While investigating institutional factors, political environment, and public participation in monitoring and evaluation of preschool projects in the County of Migori in Kenya, Kimwetich, Kidombo, and Gakuu (2017) observed that the leadership style highly and positively correlated with public participation in monitoring and evaluation of preschool projects. The leadership style accounted for 72.5% of the total variability in the participation of the public in the projects. Therefore, they inferred that if the leadership style was more favourable, then public participation would subsequently increase in the monitoring and evaluation of preschool projects. The study recommended that styles like democratic and *laissez-faire* which allows local managers of individual projects to make individual decision based on the unique needs of each project should be adopted (Kimwetich *et al.*, 2017).

Gardner (2018) sought to determine if a relationship exists between leadership styles and organizational commitment in government contract employees. The quantitative research method using the Pearson correlational statistical design was used to assess

variable relationships. The Multifactor Leadership Questionnaire (MLQ) was used to collect data from a sample of government contract employees. The results revealed weak but no statistically significant relationship between transformational and transactional leadership styles and organizational commitment. The study also found weak but no significant relationship between laissez-faire leadership and organizational commitment. Although not significant, the weak relationships indicate opportunities to better understand of the expected employee commitment dependent outcomes resulting from decisions involving transformational, transactional, and laissez faire leaders.

2.4.4 Servant Leadership and Public Participation Effectiveness

Malingumu, Stouten, and Euwema (2016) studied servant leadership, organizational citizenship creativity and behaviour. They employed a multi-sourced field study design and comprised 184 distinct triads of supervisor employees' dyads to examine if employees are encouraged by servant leaders to cooperate, to take responsibility, and make high-quality connections between themselves. The results showed that servant leadership style predicts Organizational Citizenship Behaviour (OCB). Servant leaders seek empowerment for their followers through the integration of their ideas in the process of decision-making. Further, the study postulated that servant leadership provides support and resources through the creation of a working environment where participation is key, establishing a communal culture, being communicative and supportive.

Zehir, Akyuz, Eren, and Turhan (2013) explored the indirect impacts of servant leadership on job performance and organizational citizenship behaviour using organizational justice as a mediating variable. A survey questionnaire was administered to 400 randomly sampled teachers. The results of the study found that servant leadership behaviour is related to organizational justice and that organizational justice is linked to work success and organizational citizenship behaviour. Additionally, perceived leadership behaviours were significantly related to employees' perception of justice.

Gaskova (2020) examined servant leadership in relation to work performance based on 106 Master students of a standard management program at the University of Economics, Prague who had a job of at least 20 hours a week. The author found that empowering or modelling dimension of servant leadership style was positively and significantly related to work performance. Altruistic calling, authenticity and humility, and empathy had positive but not statistically significant relationships, while wisdom/conceptual skills and organizational stewardship produced negative but not significant results.

In their research paper, Sora and Kepha (2016) focused on the identification of the determinants of leadership and governance in Marsabit County, Kenya. Their findings pointed out that proper county governance could be achieved by having leaders adopting servant leadership and good policies. Specifically, they averred that servant leadership could help address challenges such as inadequate tax administrative capacity, corruption that has seen the embezzlement of county funds, favoritism, clannism, and other inequalities that have facilitated the unequal distribution of funds meant for the entire county.

In Pakistan, a study by Zeeshan, Ng, Ho and Jantan (2021) investigated the impact of servant leadership on bank employees' engagement through the mediating role of self-efficacy. Survey data was collected from public and private bank employees using the multistage sampling method. Data analysis using Smart PLS revealed that servant leadership has a direct positive impact on employee engagement. The mediating role of self-efficacy between this relationship was also found to be positive and significant, in line with the conservation of resources theory. Thus, bank managers should practice servant leadership in interacting with their employees to improve the latter's involvement in their jobs.

Murari and Gupta (2012) investigated the impact of servant leadership on employee empowerment in high technology-oriented organizations in India using a sample of 114 questionnaires. The study concluded that foresight, persuading, awareness, and stewardship characteristics of servant leadership are very important for employee

empowerment. Stewardship, persuading and conceptualizing characteristics of servant leadership have a positive impact on consequences, organizational commitment, work environment satisfaction, role satisfaction, and job involvement of employees leading to higher performance of the organization, providing a competitive advantage to the organization.

Schneider and George (2011) researched the impact of servant and transformational leadership models on club member satisfaction, commitment, and intentions to stay in the club at a national voluntary service organization. A sample of 110 respondents drawn from 8 different clubs participated in the survey on the leadership style of their current club president and their attitudes toward the club in general. They found that servant leadership is better suited to the management challenges of volunteer organizations and the study identified empowerment as a mechanism that leaders leverage to manage the volunteer workforce effectively.

McCann, Graves, and Cox (2014) study sought to determine the degree that leaders in community hospitals were perceived as servant leaders and the level of employee satisfaction at these rural community hospitals located in the southeastern region of the United States. A total of 219 surveys were completed from 10 community hospitals. Their research revealed that servant leadership and employee satisfaction are strongly correlated. They concluded that servant leadership was the most effective leadership model to address the challenges that face the healthcare industry as it is characterized by the key qualities of being a good listener, self-awareness, empathy, and stewardship, which enable the leader to better understand their constituent's needs and maximize their potential while tailoring their aspirations to the organizational needs and objectives.

Ruiz-Palomino, Linuesa-Langreo and Elche (2021) tested a model, in which the relationship between servant leadership and team performance was sequentially transmitted through individual-level organizational citizenship behavior (OCB) and team-based internal social capital. Multilevel structural equation modeling was applied to a sample of 343 teams, reflecting 835 respondents from various departments at 171

hotels in Spain; both top-down (between team leaders and individual employees) and bottom-up relationships (individual employee behavior and team outcomes) were assessed. The findings illustrated that servant leadership in the team-based business enterprise context can foster virtuous individual-level OCB to help build task-focused community, in which leaders, followers, and teams can flourish for the common good. As such, policymakers should pursue communication and training initiatives to encourage the practice of servant leadership.

2.4.5 Resource Allocation Moderating Role between Leadership Styles and Public Participation Effectiveness

Vaccaro *et al.* (2012) investigated leadership behaviours and examined transformational and transactional leadership and how contextual variables like organizational size and resources moderate the impact of leadership. They drew a random sample of 1000 Dutch firms from a database, which contains corporate information of all companies registered at the Chamber of Commerce in the Netherlands. The sample covered a broad range of industries and was restricted to privately held firms with at least 25 employees. Hierarchical moderated multiple regression was used to analyze the results. To reduce the potential for multicollinearity, they followed Aiken and West (1991) method and mean-centered the individual variables before calculating the interaction terms.

In the analysis, Vaccaro *et al.* (2012) found that organizational size had a moderating role in the relationship between transformational leadership and management innovation. Further, their finding indicated that organizational size moderates the relationship between transactional leadership and management innovation, such that increased organizational size weakens the positive effect of transactional leadership upon management innovation.

Wasserman, Anand, and Nohria (2010) examined the impact of resource availability on the relationship between leadership and performance. Their sample comprised a hierarchical data set, and they tracked the performance of CEOs within companies over

time. Data included 531 companies from forty-two different industries in the United States of America, which had data for fifteen years.

Their results, using regression analysis, showed that the availability of resources was a critical factor in determining how much impact the CEO had on company performance, meaning resource availability moderated the performance of the CEOs. The authors posit that when resources are scarce and depending on leadership style, CEOs' behaviours have a greater impact on the company's performance. In settings where resources are plentiful, CEOs' behaviours have less impact on the company's performance.

A study by Chen, Lin, Li, and McDonough (2012) investigated the relationships between transformational leadership and technological innovation, as well as the moderating effects of incentive compensation. Paired data was gathered from 102 senior managers and 258 employees in 102 Taiwanese strategic business units (SBUs). The results indicate that transformational leadership behaviours promote technological innovation at the SBU level. In addition, the relationship between transformational leadership and technological innovation is neutralized by financial incentive adoption.

Another study by Iqbal *et al.* (2015) researched the moderating effect of management support on the relationship between transformational leadership and project success. They surveyed 198 projects disbursed province/territory-wise in Pakistan using a systematic random technique. Of 198 issued questionnaires, 129 were returned and 125 responses were considered appropriate for data analysis, yielding a response rate of 63%. Their findings noted a positive and significant moderation of top management support (including resource availability) between project transformational leadership and project success in higher education projects in Pakistan.

Drawing upon contingency theory, Neubert, Hunter and Tolentino (2016) tested a contextual moderator, organizational structure (including adequate resources), as a potential enhancer of the relationships between servant leadership and stakeholder

outcomes. Using a sample of 1485 staff nurses and 105 nurse managers at nine hospitals, they demonstrated that servant leadership is directly related to nurse productivity and creative behaviour, and it is related to patient satisfaction through nurse job satisfaction. Further, the organizational structure that included adequate resources acted as a moderator to enhance the influence of servant leadership on creative behaviour as well as patient satisfaction through nurse job satisfaction.

Gumusluoğlu and Ilsev (2009) investigated the impact of transformational leadership on organizational innovation and determined whether resources allocated for innovation as a contextual condition moderated this effect. Data was collected from 163 research and development (R&D) employees and managers of 43 micro and small-sized Turkish entrepreneurial software development companies. Hierarchical regression analysis was used to test the hypothesized effects. The results of the analysis provided support for the positive influence of transformational leadership on organizational innovation. In addition, resource allocation for innovation was found to significantly moderate this effect. Specifically, the relationship between transformational leadership and organizational innovation was stronger when resource allocation was at high levels.

In another research, Wanjala, Njoroge, and Bulimia (2017) established the effect of *laissez-faire* leadership style on organizational commitment as moderated by employee participation in technical institutions in Kenya. Questionnaires were administered to a sample of 343 respondents, with 278 completing and returning the questionnaires. Data analysis was done by use of descriptive statistics, correlation analysis and multiple regression. The study findings revealed that *laissez-faire* leadership style had a significant negative effect on organizational commitment. The findings further showed that there was no moderating effect of employee participation on the relationship between *laissez-faire* leadership style and organizational commitment and its dimensions.

Zaech and Baldegger (2017) explored the role of leadership behaviour influences in start-up performance. The model was tested using a sample of 102 start-ups and their founder-CEOs and included feedback from 372 employees, rating the leadership

behaviour of the leaders. The results indicated that transformational leadership has a significant and positive effect on start-up performance. However, no significant, direct effects on start-up performance were found for transactional leadership or *laissez-faire* leadership. Furthermore, the size of the start-up (which signified the availability of resources as a context factor) had a significant positive moderating effect on the relationship between transactional and *laissez-faire* leadership and start-up performance.

2.5 Critique of the Literature

This section discusses the empirical literature that was reviewed with a view to building a case for the study. The studies reviewed relate to leadership or leadership style(s) influences on forms of participation, job performance or organizational performance. The studies support the existence of a relationship between leadership styles and different forms of participation or engagements with no specific focus on public participation effectiveness as conceptualized in the current study. Moreover, most of these studies were conducted in other countries (mostly developed countries) where the objective, scope, and contexts are different from the Kenyan scenario.

Among the different styles of leadership that have been reviewed, the most common and widely addressed styles of leadership are transactional (Burns, 1978), transformational (Bass, 1999; Burns, 1978), servant (Greenleaf, 1996), situational (Hersey and Blanchard, 1969), *laissez-faire* styles (Bass, 1999) and ethical (Brown & Trevino, 2006). However, in the context of governance, specifically regarding public participation, more studies need to be carried out. The study by Walumbwa, Avolio, and Aryee (2011) found that good governance and leadership are key ingredients for the attainment of socio-economic development in Africa.

Despite the positive cases of management and leadership originating from the African continent, there is very little theoretical or empirical work addressing management and leadership (Walumbwa *et al.*, 2011). Similarly, Mwakasangula *et al.* (2015) observed that there are limited studies on leadership and good governance conducted in Sub-

Saharan Africa. The cultural landscape in Africa has various cultural variations and contexts that need to be further explored. Muchiri (2011) noted a significant gap in research on the identification of the impact different leadership philosophies have on organizational outcomes from an African perspective. Walumbwa *et al.* (2011) further emphasized the need to discover the influence of leadership theories in a Sub-Sahara Africa context.

A few previous studies highlight the dismal public participation that is taking place across nations. Most past studies generally focused on factors that arise from institutional and legislative requirements such as public participation framework, capacity building, civic education, and access to information (Gitegi & Iravo, 2016; Kaseya & Kihonge, 2016; Siala, 2015; Jesuit Hakimani Centre, 2013; Muriu, 2012) or individual, social-cultural and economic factors (Kalekye, 2016; Mutwiri, 2016). These studies did not explore the impact of leadership and/or leadership styles on participation.

Despite community awareness, capacity building and information gathering being crucial for successful community participation, most empirical studies have limited themselves to the examination of budgetary allocation on the success and sustainability of community-based projects. Most studies are, however, in congruence that resource allocation has a significant influence on community participation and decision-making (Madajewicz *et al.*, 2017). However, how and to what extent resource allocation as a contextual factor affects the link between leadership styles and participation has not been addressed.

The empirical findings by different scholars are inconsistent on the impact of various styles. For instance, some researchers (Men & Stacks, 2013; Mwakasangula *et al.*, 2015; Ongige, 2018; Springer *et al.*, 2020; Amgheib, 2016; Thanh & Quang, 2022) found that transformational leadership style resulted to positive outcomes. However, other scholars (Eisenbeib & Boerner, 2013; Ishikawa & Xu, 2015; Tipape & Kepha, 2016) found that transformational leadership was not desirable in certain situations.

Transactional leadership style showed positive impact in some studies (Amgheib, 2016; Ongige, 2018; Devi & Narayanamma, 2016; Springer *et al.*, 2020; Thanh & Quang, 2022) and negative impact on others (Men & Stacks, 2013; Khuong & Yen, 2014). Moreover, contrary to most studies, Devi and Narayanamma (2016) and Ongige (2018) found that transactional leadership had more influence than transformational.

Similarly, most scholars found that *laissez-faire* leadership style had negative impact in most situations (Skogstad *et al.*, 2007; Asrar-ul-Haq & Kuchinke, 2016; Wanjala *et al.*, 2017). However, Thanh and Quang (2022) found positive association while Amgheib (2016) observed no influence. Likewise, some studies found that resources moderated the leadership style positively (Iqbal *et al.*, 2015; Neubert, Hunter & Tolentino, 2016; Zaech & Baldegger, 2017) while other studies found negative moderation (Wasserman, Anand & Nohria, 2010; Chen *et al.*, 2012; Vaccaro *et al.*, 2012). In conclusion, the reviewed theoretical and empirical literature does not exhaustively demonstrate the link between leadership styles and public participation. These critiques, therefore, motivate further research in this area.

2.6 Research Gaps

The role of leadership in improving participation has been suggested in literature (Bryson *et al.*, 2013; Riristuningsia & Harsono, 2017). However, empirical research is very scanty, and scholars continue to advocate for further research on the impact of leadership approaches on citizen participation which largely remain understudied (Beer, 2014; Ghartey *et al.*, 2016; Rathore, 2012; Van Wart, 2013). This gap is further widened by the fact that research has failed to find a universal style of leadership that is effective in almost every situation (Deshwal & Ali, 2020; Northouse, 2021; Yukl & Gardner, 2020). Despite this acknowledgement and the recommendations for further research in this area, the review of empirical literature confirmed that a gap still exists.

The study by Mwakasangula *et al.* (2015) examined the effect of leadership behaviour on good governance. Context of the study was villages in two districts in Tanzania and

there was an objective gap in that the study did not address transactional, laissez-faire servant leadership styles and public participation effectiveness as variables. Springer, Walkowiak and Bernaciak (2020) researched on the style of political leaders of rural communes in Poland and its links with their engagement in social activation and the use of participatory tools. Although they reported findings on the impact of transformational and transactional leadership styles on citizen participation, there was an objective gap in that they did not include laissez-faire and servant leadership styles as variables. Further the context was in Europe and current study is based in Kenya.

Kimwetich *et al.*, (2017) investigated institutional factors, political environment, and public participation in monitoring and evaluation of preschool projects in the County of Migori in Kenya. There was an objective gap since the study focused on monitoring and evaluation of projects, whereas the current study focuses on the public participation effectiveness in the county governance. Further, the context was one county unlike the country context in the current study. Additionally, they recommended *laissez-faire* as a desirable style in the county government which contradicts most scholars who view *laissez-faire* as undesirable in most cases.

Several related studies have been conducted on leadership styles and employee engagement or job satisfaction (Amgheib, 2016; Devi & Narayanamma, 2016; Hamman, 2012; Khuong & Yen, 2014; Men & Stacks, 2013; Thanh & Quang, 2022) or leadership styles and team or firm performance (Asrar-ul-Haq & Kuchinke, 2016; Elenkov, 2002; Gaskova, 2020; Ishikawa & Xu, 2015). Other studies have focused on leadership styles and empowerment (Murari & Gupta, 2012) or leadership style and staff retention (Nwokocha & Iheriohanma, 2015). Although these were related to current study, they had an objective gap since none focused on public participation. In addition, there exists contextual gaps in that these studies were conducted outside Kenya under different environment and did not center on local governments, which a context in the current study. Moreover, the results from some of these studies contradict each other.

The scope and context of the study by Egessa (2013) were different from the current study in that it focused on the effect of transformational as well as transactional leadership paradigms on service delivery to customers in local authorities in Kenya's Western region. Whereas quality service delivery is one of the outcomes where public participation is required to have an influence, the study scope did not address public participation, servant and laissez-faire leadership as variables.

Scholars have in the past recommended for further research to investigate how contextual factor such as resources, moderates the relationship between leadership and outcomes such as performance, job satisfaction, innovativeness, and participation (Chen *et al.*, 2012; Neubert, Hunter & Tolentino, 2016; Vaccaro *et al.*, 2012). Vaccaro *et al.* (2012) investigated leadership behaviours and examined transformational and transactional leadership and how contextual variables like organizational size and resources moderate the impact of leadership. Wasserman *et al.*, (2010) examined the impact of resource availability on the relationship between leadership and performance. Chen *et al.*, (2012) investigated the relationships between transformational leadership and technological innovation, as well as the moderating effects of incentive compensation. Iqbal *et al.*, (2015) researched the moderating effect of management support on the relationship between transformational leadership and project success. There exist objective gaps in that none of these studies had the same variables as the current study. There also exists a contextual gap since these studies were conducted outside Kenya and none in the public sector environment. Moreover, while resource allocation towards capacity building and awareness was found to influence public participation (Madajewez *et al.* 2017; Ali (2018; Grabman *et al.*, 2017), past studies did not consider it as a moderating variable.

In Kenya, it is acknowledged that public participation remains ineffective in the devolved governments in Kenya and further research has been recommended in the studies to identify factors that can improve public participation (Opiyo *et al.*, 2017; Oxfam, 2017; World Bank, 2020; Muwonge, 2022). Prior studies on determinants of public participation have largely focused on factors that arise from institutional and

legislative requirements such as public participation framework, capacity building, civic education, and access to information (Gitegi & Iravo, 2016; Kaseya & Kihonge, 2016; Mbithi *et al.*, 2019; Opiyo *et al.*, 2017; Siala, 2015). Despite evidence of related studies on leadership styles impact on performance outcomes, research in Kenya has not addressed leadership styles as a determinant of public participation with the same objective and context as the current study.

The aforementioned studies acknowledge that the problem of ineffective public participation remains a concern in the county governments. Without empirical evidence, it is difficult to convince county leaders that their leadership styles have an influence on the effectiveness of public participation until evidence is provided, and the relationship between the two variables is proved in a Kenyan context. Therefore, the purpose of this study was to investigate the influence of leadership styles on public participation effectiveness in the county governance in Kenya.

2.7 Summary of the Literature

This chapter presented the theoretical and empirical review of existing literature relevant to the current study. Theories underpinning the study have been discussed and critiqued. Theories reviewed were behavioural leadership, Full Range Leadership Theory, contingency theory, and participatory democratic theory. The chapter also presents the conceptualization of the independent, the dependent and moderator variables by analysing the relationships between the three sets of variables. The chapter also discusses various constructs including transformational, transactional, laissez-faire, servant leadership styles, resource allocation, and public participation. In addition, empirical review, critique of existing studies and research gaps are discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology used to conduct this research is presented in this chapter. The section covers the research philosophy, research design, the target population, data collection, sampling frame, sample, and sampling techniques. The data collection instrument, data collection procedure, validity and reliability of the instrument and the data processing and presentation are also discussed. Lastly, the analytic techniques used for data analysis are presented.

3.2 Research Philosophy

Research philosophy is the nature and foundation of knowledge that comprises key assumptions and predispositions of the researchers' views of the world (Leedy & Ormrod, 2019). The assumptions serve as a basis for the research strategy. A research philosophy is a belief in the way in which data about a phenomenon should be collected, analyzed and used. Denscombe (2017) asserts that positivism is whereby social research applies the natural science research model as the departure point while explaining the social world and investigating social phenomena. To begin, positivism assumes that procedures, patterns (trends), cause-and-effect issues, generalization methods can be applied in social sciences as well. Here, social sciences objects (people) are appropriate for scientific methods implementation (Denscombe, 2017).

According to positivists, objective reality has its own cause-and-effect relationships, which exist outside personal experiences. This position enables the researcher to adopt a non-interactive, detached, distant, and neutral position and assumes an objective analyst role in data interpretations. For the same reason, positivists prefer that quantifiable data be interpreted analytically (Druckman, 2009).

In positivism, empirical knowledge is achieved by accumulating verified facts that feed into the theoretical literature relating to a specific knowledge domain. Thus, theory reflects and expresses scientific research. Positivists see scientific theories as offering hypotheses, which are then empirically tested. This shows that scientific knowledge is deductive, as it tries to extract propositions from general reality accounts. From the theories, a hypothesis is derived that the researcher subjects to a rigorous process of empirical analysis before accepting, revising, or rejecting the hypothesis (Bryman, 2005).

This study therefore adopted the positivism philosophy since it requires researching social reality using methods of natural science. The research focused on the perceptions that members of the public have on the leadership styles applied by their leaders (County Governors) and how the leadership styles influence public participation effectiveness in their county. It involved the development of hypotheses based on applicable theories. The hypotheses were then scientifically tested based on data collected from the primary source in survey of the counties. Data was collected in natural settings where the researcher remained detached from the respondents. Data generalization was independent of judgement and human opinions.

3.3 Research Design

Research design is the organization of circumstances necessary for data collection and analysis in a way that connects relevance to the objectives of the research through empirical evidence economically (Kothari & Garg, 2014). It provides a blueprint for the research that enables the researcher to ensure that the results are valid (Ahuja, 2015). The research problem directs the procedures and methods, the measurement types, the sampling techniques, the data collection and analysis tools and techniques to be used in that research (Zikmund, Babin, Carr & Griffin, 2010). The research design, thus, offers the researcher a clear procedural framework, which helps in guiding the methods and decisions as well as setting the ground for interpretation.

Considering the purpose, this descriptive study used a survey design and a quantitative approach. Descriptive research describes a phenomenon or the state of affairs, as it exists presently (Kothari & Garg, 2014). A survey is a structured set of pre-designed questions or statement given to a group of people to measure their attitudes, beliefs, perceptions, values, or tendencies to act (Goodwin, 2016). A survey also attempts to quantify social phenomena particularly issues, conditions or problems that are prevalent in society and from sample results, the researcher generalizes or makes claims about the population Zikmund *et al.* (2010). According to Kothari (2011), a quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion such as inferential approach to research.

This study used survey design because the focus was the respondents' perceptions of their governor's leadership styles and the self-reported perception levels of resource allocation and public participation effectiveness in the county. This was done using a questionnaire, which had both closed, and open-ended questions. The choice of research design was also affirmed by past studies on leadership styles (Amgheib, 2016; Ongige, 2018; Devi & Narayanamma, 2016; Springer, *et al.*, 2020; Thanh & Quang, 2022) and on public participation (Ghartey *et al.*, 2016; Mwakasangula *et al.*, 2015; Pandeya, 2015) that used descriptive designs with satisfactory results.

3.4 Target Population

Target population is the whole group of objects that the researcher is concerned with and from whom they seek information relevant to the study (Oso & Onen, 2009; Blumberg, Cooper & Schindler, 2014). According to Zikmund *et al.* (2010), a population is any comprehensive group of entities in which a researcher wants to explore, apprehend, or predict a public phenomenon. Oso and Onen (2011) observed that a population is the total collection of elements about which one wants to make inferences on, while a study population (accessible population) is the people or individuals in the actual sampling frame, from which the sample is drawn. The unit of analysis was the devolved county

governments in Kenya. Based on this background, the target population of this study was all the citizens of Kenya (5,481,822) residing in the eight counties aged 18 years and above, who were registered as voters and had taken part in public participation forums in their counties. The list of the target population was sourced from the Independent Electoral and Boundaries Commission register of 2017.

The number of registered voters in the selected counties were Kilifi County (508, 068), Garissa County (163,350), Makueni County (423, 310), Murang'a County (587, 126), Uasin Gishu County (450, 055), Bungoma County (559, 850), Kisumu County (539, 210) and Nairobi County (2,250, 853). The justification of the choice of this population was that most of the registered voters in the respective counties had an interest in the management of their counties, including leadership and public participation. Further, this set of population is well informed about their governors, having participated in voting them in office. The respondents were purposively selected to ensure that only those who had participated in past public participation forums completed the questionnaires. To enhance regional balance, the counties were clustered according to the eight administrative regions (previous provinces), and one county was selected randomly from each region as shown in Table 3.1.

Table 3.1: Target Population

Source: IEBC, 2017

3.5 Sample Size and Sampling Technique

Kothari and Garg (2014) define sampling units as clusters or the group or basic units of such units that the sampling process is based on. Sampling is the process of selecting a unit of persons or items to represent the larger population (Neuman, 2011). To achieve a representative sample across the country, probabilistic and non-probabilistic sampling techniques were employed to determine the exact sample size for the study. In stage one, the forty-seven (47) counties were clustered into eight regions (former provinces).

Thereafter, seven counties were randomly selected, one from each cluster, apart from Nairobi which is a region and a county at the same time. The lottery random procedure was applied where pieces of paper, each bearing a county number for counties in a particular stratum were put in a container and one number was drawn out as shown in Table 3.1. The eight counties were a good enough representative sample, in both development and other forms of geographical diversities, including demographics.

Table 3.2: County Sample Size

Source: IEBC, 2017

To determine the exact sample size for the study, a procedure outlined by Mugenda and Mugenda (2003) was employed. The procedure dictates that, in selecting a sample from an infinite population of more than ten thousand (10,000) objects then the sample size formular used shall be:

$$n = \frac{N}{e^2(N)+1} \dots\dots\dots \text{Equation 3.1}$$

Where:

n is the sample size

e is the margin of error (0.05)

N = Target population (5, 481822)

Substituting in equation 3.1

$$n = \frac{5481822}{0.05^2(5481822)+1} = 400 \dots\dots\dots \text{Equation 3.2}$$

The 400 sampling units were distributed to the eight selected counties using the proportional allocation scheme as computed in Table 3.3. The weights assigned to each sampled county were informed by the number of registered voters in each selected county against the total registered voters in the eight selected counties. This sampling technique was considered advantageous since it decreases sampling error and guarantees a greater level of representation, guarantees suitable representation of all subgroups, is cost-effective, ensures adequate samples for subgroup estimation, administrative efficiency, and increases statistical efficiency (Kothari & Garg, 2014).

Duțu and Diaconu (2017), and Lim (2016) used cluster sampling in their studies on leadership and public participation respectively with great success. From a local perspective, a similar technique was used successfully in a study, by Wagana (2017) on the influence of governance decentralization on service delivery in the Kenyan county governments. Both Keraro (2014) and Opiyo *et al.* (2017) successfully used this technique in their studies; the role of public participation in the performance of devolved governance systems in Kenya, and the role of Governance in the Strategic Management of Counties in Kenya respectively.

Table 3.3: Sample Matrix Distribution by County

3.6 Data Collection Instruments

Questionnaires were used for collecting primary data. Questionnaires are preferred for various reasons; their unobtrusive and inexpensive data collection method, simple to use and time convenient, their capability to solicit sensitive information due to the relationship that develops between the respondent and the instrument of survey (Kothari & Garg, 2014). Further, they are preferred because reading comprehension is higher than aural comprehension, besides being much longer and more complex (Lee & McKinney, 2013). Accordingly, the current study adopted questionnaire as the preferred means of data collection.

According to Leedy and Ormrod (2019) questionnaires can be closed-ended, open-ended, or both. This study used both open and closed-ended questions to collect the data. With the guidance of research supervisors, a questionnaire was developed to address the specific research objectives of the study. A Likert scale, with a range of 1 to 5 where 1 means 'Not at all' and 5 means, 'To a very great extent,' was used to rate statements describing the variables. McCann, Graves and Cox (2014) applied a similar scale with satisfactory results. At the end of each section, open-ended questions were included with the intent to capture any additional information relevant to the study.

Closed questions have the advantages of easy handling, simple to answer, quick and relatively inexpensive to analyze. They are most amenable to statistical analysis (quantitative). Open-ended questions allow gathering of additional information in the respondent's phrasing but from an analytical point of view, open-ended questions are more difficult to handle, raising problems of interpretation, comparability, and interviewer bias (Kothari & Garg, 2014). The study conducted a qualitative analysis of the open-ended responses that attained a computed valid response rate of 5% and above. This highlighted information that could not have been captured by the closed-ended questions.

Transformational, transactional, and laissez-faire leadership styles were measured using items adopted from the Multifactor Leadership Questionnaire (MLQ) on a Likert 5-point scale. The MLQ (Bass, 1985; Bass & Avolio, 1995) is the most widely used instrument to assess these leaderships (Yukl & Gardner, 2020). Servant leadership style was measured using items adopted from Barbuto and Wheeler (2006) which was further enhanced by Sendjaya *et al.*, 2019. This is a shorter instrument which increases the integrity of the measurement, as it reduces the strain on the respondent's attention span when reading and answering the items and is probably more profound in a population that is not very highly educated (Flotman & Grobler, 2020). Public participation items were developed from the County Public Participation Guideline (2016), Strauss (2022), and Nadeem and Fischer (2011). Resource allocation items were developed from County Public Participation Guideline (2016).

3.7 Data Collection Procedures

Leedy and Ormrod (2019) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives, and case histories. This study used primary data. According to Kothari and Garg (2014), primary data refers to information that a researcher gathers from the field. Primary data was obtained from the original sources using questionnaires.

Authorization was sought from the Jomo Kenyatta University of Agriculture and Technology, the National Commission for Science, Technology, and Innovation, and the relevant county government officials that allowed data collection from the public. With the help of research assistants, the researcher purposefully administered the questionnaires through drop and pick later method to citizens who were registered voters and had taken part in public participation forums in their counties. Consent was sought from the respondents prior to collecting data. Personal administration of the questionnaire gave the researcher a chance to interpret and clarify questions in the questionnaire to the respondents. This ensured that the respondents fully understood the questions before answering, hence ensuring a high response rate. A deadline of two weeks was set by which the completed questionnaires were to be used for data analysis.

3.8 Pilot Testing

A pilot study is a small study done before the real study to find out whether the study method, sampling procedures, research tools, and data analysis techniques are appropriate and adequate. Piloting assists to detect possible flaws in the measurement process, appropriateness of the questions, the correctness of the instruction to be measured, as well as in the generation of feedback that is useful for the flow and structure of the interview intended. It also gives key information to establish whether the survey type will effectively accomplish the study purpose (Sekeran & Bougie, 2010).

Kumar (2019) noted that for high precision, pilot studies should constitute 1% to 10% of the sample size.

Piloting was conducted on 40 (10% of the sample) randomly selected respondents within the research population but not part of the sample studied. In this regard, 20, 10, and 10 questionnaires were completed in Kiambu, Kajiado, and Machakos counties respectively. After the collection and analysis of the pilot survey results, the researcher revised the data collection instruments as necessary to ensure the reliability and validity of the research instrument.

3.8.1 Reliability of the Research Instrument

Muijs (2011) defines reliability as the level to which test scores do not have any error in the data collection measurements. De Vaus (2002) puts it as the capability of a research tool to produce the same answer, consistency, in the same circumstances, when repeated time after time. Cronbach alpha coefficient was used in establishing reliability in the study as has been used in many other studies.

Sekaran and Bougie (2010) indicated that internal consistency is the correlation degree between varieties of items in a measuring instrument. The Cronbach alpha coefficient bases its results on the correlations of inter-items. If the items are correlated to each other strongly, their alpha coefficient is near one (greater than 0.7 is recommended) and the internal consistency is high. Conversely, if the items are not properly formulated and have weak correlation, the alpha coefficient will tend towards zero (Sekaran & Bougie, 2010). As stated by Opiyo *et al.* (2017) Cronbach's Coefficient alpha was then computed using Statistical Packages for Social Sciences (SPSS) version 26 to determine how items correlated amongst themselves. Alpha values above 0.7 were considered adequate for the study progression.

3.8.2 Validity of the Research Instrument

Validity is the level at which a research tool tests what it purports to test; or how well it fulfils its function (Kothari & Garg, 2014). Leedy and Ormrod (2019) indicated that three categories of validity exist. Content validity is the degree to which individual items capture the theoretical content domain of a construct. Allen, Robson and Iliescu (2023) recommend measuring content validity by providing expert judges with individual items and ask them to evaluate the degree to which each item is representative of a construct's conceptual definition. Face validity is the degree to which test respondents view the content of a test and its items as relevant to the context in which the test is being administered (Leedy & Ormrod, 2019). One of the ways to qualitative measure face validity is to involve one-to-one interviews or focus groups whereby participants are provided individual items and asked to provide their thoughts on each one (Allen *et al.*, (2023). Construct validity is the degree to which scores on a test can be accounted for by the explanatory constructs of a sound theory (Kothari & Garg, 2014).

The instruments were discussed with supervisors, colleagues, and other experts in research who checked and interrogated them on content and face validity. Their feedback greatly helped in making necessary adjustments to the instruments used in data collection. This study was anchored on established theories. To measure transformational, transactional, and laissez-faire leadership styles, the widely used measurement tool, Multifactor Leadership Questionnaire (MLQ) was adopted because it has well-established construct validity and reliability (Bass & Avolio, 1990). Servant leadership style was measured using items adopted from Barbuto and Wheeler (2006) which was further enhanced by Sendjaya *et al.*, 2019. Resource allocation and public participation items were developed from the County Public Participation Guidelines (2016). Further, the study ensured validity using a well-representative, heterogeneous, and randomized sample in the pilot study.

3.9 Measure of Variables

Kothari (2011) contends that Likert-type scales are the most frequently used summated scales in social science research where the respondent is asked to respond to each of the statements in terms of several degrees, usually five degrees. Likert-type scales are good because they do not require any special equipment, it is easy to understand the scale, easy to administer for the researcher as well as respondents, the result are more uniform and fixed, and can be administrated verbally, by phone or on paper (Yusof *et al.*, 2019).

Likert-type scale ranging from 1 to 5 was used to measure the degree of respondents' perception of the level of each variable in their respective county governments where 1 means 'no at all', (item not observed), 2 means 'to a very little extent' (item observed once in a while), 3 means 'moderate' (item observed sometimes/average), 4 means 'to a great extent' (item observed often), and 5 means 'to a very great extent' (item observed way often). Che and Liu (2020) assert that the five-point Likert scale is often treated as an interval scale. According to Chyung, *et al.*, (2017, proponents of treating the five-point Likert scale as an interval scale argue that it is "perfectly appropriate to summarize the ratings generated from Likert scales using means and standard deviations, and it is perfectly appropriate to use parametric techniques like Analysis of Variance to analyze Likert scales. Table 3.3 summarizes the indicators and measurements of each variable.

Table 3.3: Variables and Survey Items

3.10 Data Analysis and Presentation

According to Leedy and Ormrod (2019), the objectives of data analysis are getting a feel for the data, analyzing the goodness of data, and responding to the research question. The data collected was pre-processed before analysis to identify and correct any mistakes and omissions identified in the raw data. This entailed eliminating unusable data and interpreting ambiguous answers. Editing was carried out to confirm data consistency, accuracy, completeness, uniformity, and well arranged to facilitate coding (Kombo & Tromp, 2009). A coding scheme that assigns numerical codes to responses was developed, and coded data were entered in the Statistical Package for Social Scientists (SPSS) version 26.0.

3.10.1 Component Factor Analysis

Factor analysis was carried out to establish variability among the observed variables and checked for any correlated variable items with the aim of reducing data that were found redundant (Cooper & Schindler, 2011). While it is generally agreed that loadings factor analysis of 0.7 and above are preferable for analysis, Yong and Pearce (2013) explain that researchers use a threshold of 0.4 since 0.7 can be difficult to achieve using real-life data. Therefore, criterion loading of up to 0.4 level was considered acceptable in this study. The factor loading for each variable was extracted using principal component analysis.

3.10.2 Descriptive Statistics

Descriptive statistics enables the researcher to describe a distribution of measurements and summarize data (Mugenda & Mugenda, 2012). It describes sample characteristics, examining whether the variables violate the assumptions of the statistical techniques, addressing specific objectives of the study, and making exploration and examination of

the basic features of the data prior to applying statistical tests and fitting statistical models. Descriptive statistics provide a description of data using frequencies and percentages as well as average value/mean, standard deviation, maximum and minimum. Quantitative data were analyzed using descriptive statistics tabulated using means and standard deviation to describe the categories formed from the data. The data was tabulated to permit interpretation. Content analysis was imputed for qualitative data collected.

The mean was used to indicate the levels of leadership styles, resource allocation, and public participation effectiveness in the county governance in Kenya. The mean considers each score in the distribution (Mugenda & Mugenda, 2012). On the other hand, the standard deviations were used to show the extent of variance in the variables. A standard deviation of at least one was interpreted as a high variation in perception, while a standard deviation of less than one indicated less variation. Standard deviation is the most widely used and stable measure of dispersion and considers each score in the distribution (Kothari & Garg, 2014).

3.10.3 Inferential Statistics

Inferential statistics is concerned mainly with two main problems, the testing of statistical hypotheses and the estimation of population parameters. Correlation and regression analysis are the types of inferential statistics that have been applied in the study. Pearson correlation coefficients were used for testing associations between the variables. Correlation generally refers to the point at which a linear predictive link exists between random variables, as assessed by a correlation coefficient (Cooper & Schindler, 2006). There are two elements that properly define a correlation coefficient (r) which include direction and strength, which fall in the range, $-1 \leq r \leq +1$. When $r = -1$ it means that a perfect negative correlation exists between the variables. When $r = +1$, this means that a perfect positive correlation exists between the variables, while when $r = 0$, this

means that there exists no correlation between the variables, thus, the variables are uncorrelated.

After checking for conformity of the assumptions of linear regression analysis, multiple regression analysis was employed to measure the strength of the relationship between the predicted and the predictor variables (Ghozali, 2011), and to indicate the direction between them. The use of a multiple regression model was preferred due to its ability to cater to several variables and many previous studies have used regression analysis with satisfactory results. For instance, Ghartey *et al.* (2016) and Mwakasangula *et al.* (2015) used regression analysis in similar studies on citizens' engagement.

The reliability of the regression model was tested using the coefficient of determination (R^2) as the measure of the model's goodness of fit. Secondly, an analysis of variance (ANOVA) was carried out to display the joint significance of independent variables. This was tested using F statistics and/or p value at a 5% level of significance. Where the p value was less than 0.05, the independent variables were said to be good predictors of the dependent variable and they could be used to predict the dependent variable. The following regression models were used in analyzing the results of the study.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots \text{Equation 3.3}$$

Where:

Y = Public participation effectiveness

X₁ = Transformational leadership style

X₂ = Transactional leadership style

X₃ = *Laissez-faire* leadership style

X₄ = Servant leadership style

β_i (i=1, 2,3,4) = Regression coefficients

β_0 = Constant

ε = Error term

To determine the impact of the leadership style components on the relationship between the leadership style and public participation, the following multiple regression model was fitted.

$$Y = \beta_0 + \beta_{i1}X_{i1} + \beta_{i2}X_{i2} + \beta_{i3}X_{i3} + \dots + \beta_{in}X_{in} + \varepsilon \dots \dots \dots \text{Equation 3.4}$$

Where Y is Public Participation, X_{i1} is the first component of the leadership style, X_{i2} is the second component of the leadership style, etc., β_0 is Constant, β_{i1} the regression coefficients for the first component, ε is the error term and $i=(1,2,\dots,n)$.

Moderated Multiple Regression (MMR) models were used to establish the direction and the magnitude of the effect of the moderator variable, on each of the independent variables and the total effect of the moderator variable, on the dependent variable. According to Baron and Kenny (1986), a moderating variable is one that influences the trend or strength of the link between the predictors and the predicted. Thus, moderation implies that the causal relation between two variables changes as a function of the moderator variable. This study applied the model suggested by Baron and Kenny (1986), and Aiken and West (1991) to analyze the moderating effect of resource allocation on the relationship between public participation effectiveness and leadership styles in the county governments. Model 1 (Equation 3.5) and Model 2 (Equation 3.6) were used in testing the effect of the moderator.

Model 1

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5 Z + \varepsilon, (i=1, 2, 3, 4) \dots \dots \dots \text{Equation 3.5}$$

Model 2

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 Z + \beta_{iz} X_i * Z + \varepsilon, (i=1, 2, 3, 4) \dots\dots\dots \text{Equation 3.6}$$

Where:

Y = Public Participation, X₁= Transformational leadership style, X₂= Transactional leadership style, X₃ = *Laissez-faire* leadership style, X₄ = Servant leadership style, Z = Moderator (Resource allocation) , β_i (i=1, 2,3,4,5) = Regression coefficients, ε = Error term

X_i* Z = Interaction term between resource allocation with each independent variable X₁, X₂, X₃, and X₄.

β_{iz} = Coefficient of X_i *Z the interaction term between resource allocation and each of the independent variables for i = 1,2,3,4

β₀ = Constant (Y-intercept) which represents the value of Y when X = 0

The moderating effect of resource allocation was analyzed by interpreting the significance of the change in R² between Model 1 and Model 2, and the regression coefficients of the interaction terms.

To test the significance of regression coefficients and by extension the independent variables, T-test was performed. Where the p-value was less than 0.05, the researcher concluded that the independent variable was significant, or else insignificant. The decision rules are summarized in table 3.4.

Table 3.4: Summary of Hypotheses Testing

3.11 Tests of Assumptions

According to Gujarati and Porter (2010), the first order in business in a multiple linear regression analysis is to test for conformity of the assumptions of the classical linear regression model. These tests are vital as shown in subsequent discussions.

(i) Normality Test

In linear regression analysis, normality is the most fundamental assumption and is the extent to which data distribution is in correspondence to a normal distribution (Gujarati, 2003). The test of normality was done by the Kolmogorov-Smirnov and Shapiro-Wilk test of normality, which was complemented by inspecting the output of the normal Q-Q plot of regression standardized residuals generated from the data using the SPSS software version 26 (Pallant, 2010; Tabachnick, Fidell & Ullman, 2007). According to Ghasemi and Zahediasl (2012), the normal probability plot (Normal Q-Q plot) is a graphical method used to measure whether a data set is close to a normal distribution or not. Plotting of the data is done against a normal distribution in a way that the data points ought to form a straight line. Data points departing from this straight line (line of best fit) indicate a departure from normality.

(ii) Linearity Test

Linearity represents the extent to which variation in the predicted is constant in the range of values from the predictors (Gujarati & Porter, 2010). Usually, this test is used as a qualification in correlation analysis or linear regression. Linearity is assessed by observing the scatter dots between the predicted and the predictors. To test this assumption, this study used curvilinear estimation for easier observation of a linear correlation between the predictor and the dependent variable.

(iii) Multicollinearity Check

Multicollinearity occurs when a set of independent variables predicting a dependent variable are highly related or correlated, which leads to results that are uninterpretable or misleading. To check this assumption, this study used Variance Inflation Factors (VIF). As indicated by Pallant (2013), multicollinearity exists if the VIFs are 5 or higher.

(iv) Heteroscedasticity Check

Homoscedasticity is associated with a consistent variance of the error term. The assumption is that equal levels of variance are exhibited by the dependent variable across the range of independent variables (Kothari & Garg, 2014). If this is not the case, then there might be heteroscedasticity which is a matter to be investigated before proceeding with data analysis (Gujarati & Porter, 2010). The presence of heteroscedasticity was checked by generating a scatter diagram of the dependent variable (Pallant, 2010).

(v) Outliers Check

Outliers are circumstances that have a standardized residual of greater than 3.3 or less than -3.3 (Tabachnick, Fidell & Ullman, 2007). In other words, these are data points that diverge away from the overall pattern and might have unequal effects on the slope of the linear regression equation and thus need to be excluded from the analysis (Montgomery, Peck & Vining, 2012). Outliers were inspected by use of a box plot generated from the dataset.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents findings on the following four leadership styles: transformational, transactional, *laissez-faire*, and servant leadership styles and their influence on public participation effectiveness in the county governance in Kenya. Findings on the moderating effect of resource allocation on the four study areas are also presented and discussed. Results from the study have been corroborated with the literature reviewed and inferences have been drawn. Summary tables, scatter plots, descriptive statistics, inferential analysis (regression and correlation analyses), and Analysis of Variance (ANOVA) are presented for each study variable, together with the fitted models.

4.2 Response Rate

A total of 400 questionnaires were distributed to respondents in the eight sampled counties. The respondents were purposively selected adult citizens who were registered voters and had participated in public participation forums in their counties. Of these, 321 (or 80.25%) were filled and returned. However, after scanning through the 321 questionnaires for consistency and data cleaning, only 296 were found to be duly filled and fit for further analysis. As presented in Table 4.1, the 296 questionnaires analyzed represented a response rate of 74%. According to Morton, Bandara, Robinson, and Carr (2012), survey studies face challenges of low response rates that rarely go above 50%. The authors suggest that a response rate of 50% and above is satisfactory and represents a good basis for data analysis. Oso and Ifijeh (2016) argue that for a social study, responses bearing over 60% response rate are sufficient for making adequate research conclusions. Therefore, the researcher, therefore, considered the achieved 74% response rate as adequate for further analysis since it was above 50%, and that this would provide sufficient ground for analysis and drawing of conclusions for the study.

Table 4.1: Response Rate

4.3 Results of the Pilot Study

A pilot was conducted before embarking on an actual data collection activity. Kothari (2011) recommends that a pilot study should be undertaken for pre-testing the questionnaire. The questionnaire may be edited in the light of the results of the pilot study. Copper and Schindler (2011) describe a pilot test as a replica and rehearsal of the main survey and that it assists researchers to see if the questionnaire would obtain the required results. Creswell and Creswell (2017) further described a pilot study as a small-scale version done in preparation for a major study. This pilot study therefore was carried out to see if the questionnaire would provide the required results and determine the validity and reliability of research instruments.

The pilot study size should be ranging between 1% and 10% of the sample population according to Kothari and Garg (2014). Therefore, the pilot study involved 40 (10% of the sample size) purposively selected respondents outside the sampled counties. In this regard 20, 10 and 10 questionnaires were completed in Kiambu, Kajiado and Machakos counties which were conveniently chosen since they were within the researcher's easy reach. Results of the pilot study confirmed that the instrument was fit for deployment in the final data collection. However, the questionnaire was improved by editing some research items to make the questions clearer and to incorporate valid suggestions from the respondents.

4.4 Reliability of the Final Data Collected

The instrument used to collect the final data was revised based on insights from the pilot study. Before analysis of the final data collected, it was important to re-perform reliability and validity tests to ensure data was fit for analysis.

4.4.1 Reliability Test of Final Data Collected

Reliability tests examine the degree to which individual items used in a construct are consistent with their measures. The Cronbach alpha coefficient is widely used as a reliable procedure to indicate how well various items are positively correlated to one another zero (Sekaran & Bougie, 2010). Therefore, to test for reliability of the final data collected, Cronbach's alpha reliability coefficient was generated using SPSS version 26. As argued by Bonett and Wright (2015), a value of 0.7 or higher is considered sufficient for further research analysis. Reliability findings for all the study variables are presented in Table 4.2 and were all higher than the recommended threshold of 0.7, meaning that the data collected was highly consistent and was reliable for the study. Similarly, Opiyo *et al.* (2017) tested for reliability which attracted a Cronbach's alpha statistics of more than 0.7 in their study on role of public participation in enhancing performance of devolved governance systems in Kenya.

Table 4.1: Reliability Analysis of the Variables

4.4.2 Validity of the Final Research Instrument

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors (Kothari, 2011; Cooper & Schindler, 2011). Kothari (2011) adds that factor analysis originated in psychometrics and is used in behavioural sciences, social sciences and other fields that deal with data sets where there are large numbers of observed variables that are thought to reflect a smaller number of underlying/latent variables. Further to the pilot test results, it was necessary to re-check the final data before proceeding to conduct the full data analysis.

While it is generally agreed that loadings from factor analysis of 0.7 and above are preferable for analysis, Yong and Pearce (2013) explain that researchers use 0.4 given that 0.7 can be high for real life data to meet this threshold. Additionally, Leech, Barrett and Morgan (2014) posit that variable items should be retained if they are consistent

with the theoretical labels and have factor loadings greater than or equal to 0.4. Using the Principal Component Analysis extraction method, factor analysis was generated using SPSS software version 26 for the dependent and each independent variable. Table 4.3 shows the factor analysis results from the final data collected. These findings show that factor loadings were above the threshold of 0.40 adopted by the study which therefore implied that all the constructs were suitable for further analysis.

Table 4.3: Factor Loadings for all variables of Final Data

4.5 Demographics Characteristic Results

This section presents the findings on demographic characteristics of the respondents since every target population usually has its own characteristics. The demographic characteristics include age, gender and level of education of the respondents. Hammer (2011) avers that without the inclusion of such information, researchers risk assuming the stance of “absolutism,” which assumes that the phenomena of interest are the same regardless of the characteristics of the respondents. Provision of detailed information about participant characteristics allows researchers to move toward a position of “universalism,”.

4.5.1 Gender of the Respondents

The study sought to find out the gender of the respondents in the current study. The findings shown in Table 4.4 revealed that a majority 52.1% were male while 47.9% were female respondents. This shows that both male and female were represented in the study though male gender was slightly more. This implies that the views were not biased to one gender regarding leadership styles and public participation effectiveness in the county governance in Kenya.

The results corroborate KNBS (2019) census that showed that female constituted 50.2% while male constituted 49.9% of the national population and the IEBC (2017) register that showed that 53% of registered voters were men and 47% were female. Similarly, in their survey of 2,153 respondents sampled randomly from 16 counties across Kenya, Transparency International Kenya (2015), found that the male respondents made up 52% of respondents, while female respondents comprised 48% of the sample.

Table 4.4: Gender of the Respondents

4.5.2 Age of the Respondents

The research sought to find out the age categories of the respondents in the study. The study findings are presented in Table 4.5. The findings show that a majority 51.01 % of the respondents were aged between 20 and 34 years, 27.37% of the respondents were aged between 35 and 50 years while 21.62 % were 50 years and above. This means that all the age brackets were well represented and therefore there was no age bias in the data.

Further, it can be deduced that the young citizens are the majority interested in the affairs of the county and are participating the public participation forums. This is reflective of the changing population demographic in the country. The results were in tandem with KNBS (2019) population census that showed that the youth (aged between 18 and 34 years) were the majority adult population in Kenya and Opiyo *et al.* (2017) who observed a similar trend. Similarly, Transparency International Kenya (2015) found that ages 18-34 years were 53%, ages 35-44 years were 26% while those aged 45 years and above were 21%.

Table 4.5: Age of the Respondents

4.6 Descriptive Statistics of the Study Variables

Holcomb (2016) argued that descriptive statistics are important because they enable presentation of data in a meaningful way, and consequently allow for a simpler interpretation and allow patterns to emerge from the data. This view is also shared by Cooper and Schindler (2011), Kothari (2011) and Sekaran (2006). Two measures of central tendency, the mean (M) and standard deviation (SD) were used in interpreting the research results while the percentages (%) were used to indicate the frequency of Likert's score under each item. Kothari and Garg (2014) contend that the mean is the most common measure of central tendency while standard deviation is the most widely used and regarded as a very satisfactory measure of dispersion in research studies. The study used a 5-point Likert's scale. This means that a score of 3 equates to 50% score. A small standard deviation means that the values in a statistical data set are close to the mean (or average) of the data set, and a large standard deviation means that the values in the data set are farther away from the mean. There was no threshold set in the current study since all scores were valid observation.

4.6.1 Public Participation Effectiveness

Eleven research questions were posed to the respondents to collect their perceptions on the state of public participation effectiveness in their county governments. The eleven items were then mapped to four public participation effectiveness components used in the study conceptual framework. Table 4.6 presents the descriptive statistics results generated for public participation.

(i) Public Participation Mechanisms

From the results presented on Table 4.6, it is evident that to a moderate extent ($M= 3.03$, $SD= 1.19$), counties use different channels for public participation such as holding public hearings, barazas, neighborhood meetings, citizen surveys, and internet. The results also indicate that to a moderate extent ($M= 2.9$, $SD= 1.11$) respondents agreed that during public participation forums, there is a two-way interactive communication process where county government representatives convey county information and public views. The respondents' perception was that the county governments have to a moderate extent ($M=2.83$, $SD=1.17$) sufficiently skilled and well-trained officers or experts who facilitate public participation meetings.

When the three items were mapped to the public participation mechanisms attribute, the results indicate that the respondents view on use of different mechanisms to facilitate public participation processes in the county governance was moderate ($M=2.9$, $SD=.95$) with 12.4% indicating not at all, 24.17% to very low extent, 28.53% to moderate extent, 26.33% to high extent and 8.57% to very great extent. The results corroborate with Opiyo *et al.*, (2017) who found that a majority (31.8%) of the respondents remained neutral on the statement on whether their county had developed clear legislation, policies, procedures and implemented mechanisms on citizen participation.

(ii) Public involvement and influence in decision-making

A question was posed to the respondents as to whether the county governments involved citizens in county activities such as budget making processes, monitoring and evaluation of development projects and service delivery in the county whereupon most of the respondents agreed to a little extent ($M= 2.48$, $SD= 1.15$). Respondents agreed only to a little extent ($M=2.14$, $SD=1.19$) that the public was involved in vetting of county government public officers while majority of respondents agreed to a moderate extent ($M= 2.84$, $SD= 1.12$) that people involved in the participation exercise are inclusive of the diversity of communities, gender, disabilities, and minorities. The majority of

respondents also agreed to a little extent ($M= 2.55$, $SD=1.19$) that the turnout in public participation forums is high enough to give reliable results.

The four items showed that public involvement and their influence in decision-making in county governance resulted to a below average rating ($M= 2.5$, $SD= .85$) with 24.58% of the respondents indicating not at all, 27.63% to a very low extent, 26.43% to a moderate extent, 15.53% to a great extent, while 5.85% indicated to a very high extent. The study findings are consistent with Opiyo *et al.* (2017) who found that a majority (28.6%) of the respondents disagreed that citizens in their county governments were adequately consulted and involved in government budgeting and financial management processes and concluded that involvement of citizens in policy and decision making is still at infancy stages in most of the counties. Further, the result supports KIPPRA (2015) whose study concluded that county leadership has not effectively engaged the public, and Mitullah (2016) who also found that only 29% of the citizens indicated they were satisfied with the extent of public participation in their county governments.

(iii) Transparent, sufficient and timely communication of information

On whether citizens received information from the county governments in a timely manner, and whether the information provided by the county governments during public participation was sufficient and easy to understand, a majority agreed to a moderate extent ($M=2.64$, $SD= 1.09$). A similar moderate extent response ($M= 2.60$, $SD=1.166$) was achieved on the question of whether the public participation process is transparent to an extent where the public can see what is going on and how the county government makes decisions.

The respondents' view on transparency, sufficiency and timeliness of information provided by the county governments was therefore below average ($M=2.6$, $SD=.98$), with 16.55% of the respondents indicating not at all, 33.8% to very low extent, 27.15% to moderate extent, 16.00% to a high extent, while 6.45% indicated to a very high extent. The finding was consistent with KIPPRA (2015), who observed that only 32.8%

of respondents were involved to the extent of receiving information. However, the finding contradicts Opiyo *et al.* (2017) who found that 65.5% of the respondents were neutral or agreed that they accessed county information without any form of hindrance.

(iv) Responsiveness and accountability

Respondents agreed to a little extent (M=2.25, SD= 1.06) that the county governments respond to any public inquiries in a timely and comprehensive manner. On the question of whether the public is given feedback following public participation forums on the final decision made by the county government, and whether any input is adopted from the citizens' contributions, the respondents rating was to a small extent (M=2.25, SD=1.1).

This means that the perceptions on the responsiveness and accountability in the public participation process was rated to a little extent (M=2.2, SD= .92) with 27.8% respondents indicating not at all, 36.95 % to very low extent, 20.2% to moderate extent, 10.8% to high extent while 3.25% indicated to very high extent. These results support the notion that the leaders ignored citizen input and did not give feedback (SID, 2016; KSG, 2015; Transparency International, 2015). Moreover, the findings corroborate with Opiyo *et al.* (2017) who found that 38.7% of the respondents disagreed with the statement that there existed effective accountability mechanisms in ensuring efficient service delivery to the citizens in their counties and 30.7% disagreed that effective laws have been enacted to address cases of misappropriation and plunder of public resources in their county.

(v) Overall perception on public participation Effectiveness

The research items were summarized to give an overall measure of the perceptions on the level of public participation in the county governance in Kenya. The results show that the overall level of public participation effectiveness in the county governance was rated below average (M=2.6, SD=.7567) with 20.38% of the respondents indicating not

at all, 29.50 % to very low extent, 26.18% to moderate extent, 17.70% to a high extent, while 6.23% indicated to very high extent. The results were consistent with Mitullah (2016) who found that only 29% of the citizens indicated that they were satisfied with the extent of public participation in their county.

Though below average, the level of public participation found in the current study was slightly better than the dismally low levels found by Oxfam (2017) and Transition Authority (2015). The study opines with KIPPRA (2015) that the county leadership needs to engage the public more effectively in participation. This implies that the leaders in the county governments should strive to improve public participation so that the promise of the Constitution to improve governance by involving the public in decisions that affect them can be realized. It is therefore imperative for leaders to reflect on their own leadership styles and acquire an understanding of how their style impacts public participation.

Table 4.6: Descriptive Statistics for Public Participation Effectiveness

NA= Not at All, LE= To a little extent, ME=To a moderate extent, GE=To a great extent, VGE=To a very great extent, M=Mean, SD = Standard Deviation

4.6.2 Transformational Leadership Style

The research sought to determine the influence of transformational leadership style on public participation effectiveness in the County governance in Kenya. Eight research questions were posed to the respondents which were mapped to the four constructs used in the conceptual framework. Table 4.7 presents the descriptive statistics results generated for transformational leadership style.

(i) Idealized Influence

Three statements were used to collect respondents' views on the idealized influence of the leaders in their county governments. From Table 4.7, the study found out that majority of respondents felt that to a little extent ($M=2.47$, $SD=1.12$), their county leaders conduct themselves morally and ethically as role models that followers admire and wish to emulate. Respondents indicated that leaders in the county government to only a little extent ($M=2.29$, $SD=1.15$) go beyond self-interest for the good of the citizens in the county and have only built trust and confidence with the citizens only to a little extent ($M=2.40$, $SD=1.09$).

This meant that the respondents rating of idealized influence of the leaders was to a little extent ($M=2.39$, $SD=.91$) with 25.03% of the respondents indicating not at all, 32.37% to a little extent, 26.10% to a moderate extent, 11.77% to a great extent and 4.7% to a very great extent. The finding corroborates with Kimwetich, Kidombo and Gakuu (2017) who found a comparable level of transformational leadership style ($M=2.98$, $SD=.992$) in Migori county in western Kenya. The findings imply that the respondents perceive the leaders displaying very low levels of idealized influence, meaning that the

leaders are not seen as trusted role models that the followers want to emulate and that leaders have personal self-interest while serving the people.

(ii) Inspirational Motivation

Two statements were deployed to assess the perceptions on the construct of inspirational motivation in the county governance in Kenya. The respondents indicated that to a moderate extent ($M=3.33$, $SD=1.26$) the leaders inspirationally talk about a bright and successful future for the county, and to a moderate extent ($M=2.51$, $SD=1.16$), leaders inspire those around them to do work for the county citizen's needs. The statements translate to a moderate level of inspirational motivation level ($M=3.33$, $SD=1.26$) in the county governments with 16.55% of the respondents indicating not at all, 22.85% to a little extent, 25.7% to a moderate extent, 13.30 to a great extent and 3.33 to a very great extent.

The results support Kung'u, Were and Nzulwa (2019) whose results indicated an above average inspirational motivation level ($M= 3.85$, $SD=1.29$) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya. Similarly, the findings coincide with Kimwetich, Kidombo and Gakuu (2017) who found a moderate level of transformational leadership style ($M=2.98$, $SD=.992$) in Migori county in western Kenya. This implies that leaders in the county governments reasonably or moderately do motivate their followers and inspire those around them and have a clear vision for the county that they are able to clearly articulate to the followers.

(iii) Intellectual Stimulation

Two research items were used to assess the level of intellectual stimulation in the counties where upon the respondents' answers indicated that, to a little extent ($M=2.46$, $SD=1.15$), the leaders stimulate creativity and collect differing ideas and perspectives when making decisions, and to a little extent ($M=2.334$, $SD=1.18$) they help others to meet their goals and develop their strength to become leaders. The resultant level of intellectual stimulation in the county governments was thus to a little extent ($M= 2.49$, $SD=1.01$). This implies that the leaders are not encouraging their followers enough to be more creative, encouraging them to express themselves creatively, questioning old

beliefs, to take risks and supporting them in all activities to meet the goals of the organization.

The findings deviate from Kung'u, Were and Nzulwa (2019) whose results indicated a high level of intellectual stimulation ($M= 4.07$, $SD=1.21$) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya and Datche, Gachunga and Mukulu (2015) who found above average intellectual stimulation ($M= 3.97$, $SD=.944$) in state corporations in Kenya. The difference was attributed to target populations which were different in that respondents in these studies were the leaders themselves, whereas the current study targeted the public.

(iv) Individualized Consideration

To measure the perception level of individualized consideration in the county governments, the respondents were asked to indicate the extent to which the leaders consider an individual's needs, abilities and aspirations without treating individuals as just part of a group. The majority of the respondents agreed to a little extent ($M=2.37$, $SD=1.15$) with 23.3% indicating not at all, 37.0% to a little extent, 19.2% to a moderate extent, 14.7% to a great extent and 4.8% to a very great extent. This implies that the leaders in the county governments need to do a lot more by attending to individuals' specific needs through two-way communication. The findings corroborate Kuria, Namusonge and Iravo (2016) who measured the quality of the relationship between leaders and the employees in the public health sector in Kenya and found a mean score of 2.25.

(v) Overall Perception on transformational Leadership Style

The eight statements used to collect views on transformational leadership style in the county governance in Kenya were processed to generate a collective perception score. Majority of the respondents agreed that the level of transformational leadership style practice in the counties was below average ($M=2.52$, $SD=.81$) with 25.3% of the

respondents indicating not at all, 37.0% to a little extent, 19.2% to a moderate extent, 14.7% to a great extent and 4.8% to a very great extent. The results revealed that inspirational motivation ($M=3.33$, $SD=1.26$) had the highest mean, followed by intellectual stimulation ($M=2.49$, $SD=1.01$), idealized influence ($M=2.39$, $SD=.91$) and lastly individualized consideration ($M=2.37$, $SD=1.15$).

The study findings were in tandem with Kimwetich, Kidombo and Gakuu (2017) who also found a near moderate level of transformational leadership style ($M=2.98$, $SD=.992$) in Migori county in Kenya. Additionally, the findings corroborate Kung'u, Were and Nzulwa (2019) study which found that leaders largely use inspirational motivation construct of transformational leadership to make change possible in selected counties in Kenya. Similarly, the results concur with Springer, Walkowiak and Bernaciak (2020) who also found that the inspiration motivation component of transformational leadership was also largely used by commune mayors in the Greater Poland Province, and like in the current study, individualized consideration was the least practiced component.

A study carried out in local governments in western Kenya by Egessa (2013) observed that transformational leadership paradigm was positively and significantly related to service delivery, a fact that is also confirmed by the survey question on how positive county leaders are regarding the successful future of counties in Kenya (a majority recorded a mean of 3.33). A study by Men and Stacks (2013) concluded that the way employees perceive organizational reputation is absolutely influenced by transformational leadership style, not just indirectly but also through empowerment.

Based on the results of the study, it is notable that while citizens and the county leaders have high expectations about a bright future of their counties, the responses obtained (a majority of them being “to a little or to a moderate extent”) demonstrate that the citizens are not convinced enough that the current leaders possess the necessary transformational leadership skills that will lead to the realization of those expectations. A review of the transformational leadership theory revealed that a key characteristic of this style of

leadership is that followers are motivated beyond self-interests through inspiration, ideal influence (charisma), individualized respect or intellectual motivation (Bass, 1999). The results, thus, seem to suggest that the leadership style exhibited by county leaders falls a little short and thus the fear of harvesting the bright future that the citizens expect for their counties.

Table 4.7: Descriptive Statistics for Transformational Leadership Style

NA= Not at All, LE=To a little extent, ME=To a moderate extent, GE=To a great extent, VGE=To a very great extent, M=Mean, SD= Standard Deviation

4.6.3 Transactional Leadership Style

The research sought to examine the influence of the transactional leadership style on public participation effectiveness in the county governance in Kenya. Seven research questions were posed to the respondents in the sampled counties across the country to collect data on their perceptions about transactional leadership style practices in the county governments. The seven items were then grouped under the constructs in the conceptual framework. Table 4.8 presents the descriptive statistics generated.

(i) Contingent Reward

Three research items were used to collate perception on contingent reward. Majority of the respondents agreed to a moderate ($M=2.80$, $SD=1.31$) that leaders in the county governments give the followers something they want in exchange for getting something the leader want, majority agreed to a moderate extent ($M=2.86$, $SD=1.25$) that leaders make it clear what one can expect to receive or be paid when work is completed and majority agreed to a moderate extent ($M=2.89$, $SD=1.21$) that the leaders express satisfaction when other people do well. The three items implied that the respondents' perception on the level of contingent reward was moderate ($M=2.86$, $SD=.98$) with 17.5% of the respondents agreeing to not at all, 24.0% to a little extent, 25.23% to a moderate extent, 22.3% to a large extent and 10.93% to a great extent. The results support Kung'u, Were and Nzulwa (2019) who found slightly higher levels of contingent reward practices ($M= 4.14$, $SD = .8$) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya. This implies that the contingent reward dimension of transactional leadership is widely used by leaders in the county governments.

(ii) Contingent punishment

The majority of the respondents agreed to a moderate extent ($M=2.67$, $SD=1.23$) that leaders monitor performance and keep track of mistakes done by others where the leaders administer negative feedback in the form of reprimands and criticisms. The

majority of the respondents, 28.4% agreed to a moderate extent, 20.4% agreed to not at all, 26.3% to a little extent, 15.2% to a great extent and 9.7% to a very great extent. The findings conform to Kung'u, Were and Nzulwa (2019) who found similar perceptions of contingent punishment attributes ($M= 3.55$, $SD=.95$) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya.

(iii) Management by Exception - Active

Two research items were used to collect perceptions on the active management-by-exception dimension of transactional leadership style. Respondents agreed to a moderate extent (2.82 , $SD=1.26$) that leaders discuss in specific terms who is responsible for achieving performance targets and to a moderate extent ($M=2.92$, $SD=1.22$) that leaders monitor projects and intervene with corrective measures if not going well. The statements resulted in a moderate level ($M=2.88$, $SD=1.07$) of the perception of active management-by-exception in the county governments.

(iv) Management-by-Exception – Passive

Majority of the respondents agreed that the level of passive management-by-exception in the counties was moderate ($M=2.95$, $SD=1.33$) with 16.8% of the respondents indicating not at all, 24.4% to a little extent, 22.0% to a moderate extent, 21.0% to a great extent and 15.8% to a very great extent. The finding corroborates Kung'u, Were and Nzulwa (2019) who found that leaders practiced comparable or higher level of passive management-by-exception ($M= 3.8$, $SD=1.39$) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya. This implies that leaders generally do not interfere with work until a mistake that can no longer be ignored happens.

(v) Overall Perception of Transactional Leadership Style

Seven research items were applied to assess the overall respondents' perception of transactional leadership style practices in the county governments which resulted to a moderate perception (2.85 , $SD=.86$) with 17.31% of the respondents indicating not at all,

24.93% to a very little extent, 24.97% to a moderate extent, 21.4% to a great extent while 11.39% indicated to a very great extent. The finding conforms to Kimwetich, Kidombo and Gakuu (2017) who found a higher level of transactional leadership style ($M=3.84$, $SD=.975$) in Migori county in Kenya.

Though moderate, the results suggest that passive management-by-exception ($M=2.95$, $SD=1.33$) is the dominant construct of transactional leadership style that is practiced in the counties. This implies that leaders in the counties generally believe that there is no need for them to be engaged in monitoring work unless a mistake that cannot be ignored occurs. The finding opined with Springer, Walkowiak and Bernaciak (2020) who similarly found that passive management-by-exception was the widely used practice by commune mayors in the Greater Poland province.

The results from this study conform to the literature reviewed which concluded that, with transactional leadership followers are inspired by a system of rewards (extrinsic, mostly economical) and punishments that values order and structure. Bass and Avolio (1990) posited that transactional leaders focus on the benefits that accrue to both the leader and the followers after completing set goals. This was clearly demonstrated by the results of this study. For instance, the majority of the respondents agree to a moderate extent that their leaders always clarify what to expect in form of payment once work is completed. This implies that a transactional leadership style can be applied to enhance public participation effectiveness in the county governance if the leader enhances the level of reward.

Table 4.8: Descriptive Statistics for Transactional Leadership Style

NA= Not at All, LE=To a little extent, ME=To a moderate extent, GE=To a great extent, VGE=To a very great extent, M=Mean, SD = Standard Deviation

4.6.4 Laissez-Faire Leadership Style

The research sought to analyze the influence of laissez-faire leadership style on public participation effectiveness in the county governance in Kenya. Seven research questions were used to obtain feedback from respondents across the sampled county governments in the study. Table 4.9 presents the descriptive statistical results generated.

(i) Abdication

The results presented in Table 4.9 show that county leaders, to a moderate extent (M=2.74, SD= 1.46) avoid getting involved when important issues arise in the county and that to a moderate extent (M= 2.95, SD=1.42) many of the respondents agreed that county leaders are absent when needed. Thus, the perception of the respondents on work abdication by the leaders was moderate (M=2.85, SD=1.28). These results are consistent with SID (2016), Jesuit Hakimani Centre (2013) and KSG (2015) who found that the leaders were often absent from participation forums and did not give feedback.

(ii) Non-responsive

Respondents agreed that county leaders to a moderate and tending to a great extent (M= 3.25, SD= 1.36) delay responding to urgent problems or issues and that to a moderate extent (M= 3.07, SD=1.48) give feedback only when people have done poorly. This implies that the perception of the respondents on non-responsiveness by the leaders was moderate and slightly above average (M=3.25, SD=1.34). This seems to contradict Kung'u, Were and Nzulwa (2019) who found low levels of non-response (M=1.59, SD=.65) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya.

(iii) No Feedback

Two research items were used to assess the level of feedback given by the leaders in the county governments. Respondents agreed to a moderate extent ($M=2.78$, $SD=1.44$) that majority of the leaders do not recognize when people have done well and that to a moderate extent ($M= 2.65$, $SD=1.41$) a majority of the county leaders provide no guidance, no supervision and no mentoring at all. Thus, the respondent's perception of the level at which leaders do not give feedback was moderate ($M=2.92$, $SD=1.33$) which was higher than Kung'u, Were and Nzulwa (2019) who found low level ($M=1.73$, $SD=.81$)

(iv) Non-expressive

The majority of the respondents' perception was that to a moderate extent ($M=2.88$, $SD=1.43$) a majority of county leaders do not express their views to their followers or citizens with regard to their plans for the county. On the contrary, Kung'u, Were and Nzulwa (2019) found low levels of non-expressive ($M=1.65$, $SD=.81$) in Kiambu, Nairobi, Kajiado and Machakos counties in Kenya.

(v) Overall Perception of *Laissez-Faire* Leadership Style

The respondents' general perception was that the level of *laissez-faire* leadership style practiced in the county governments was moderate ($M= 2.90$, $SD=1.12$) with 22.76% of the respondents indicating not at all, 21.26% to a little extent, 17.79% to a moderate extent, 19.29% to a great extent and 18.9% to a very great extent. The finding supports Springer, Walkowiak and Bernaciak (2020) who similarly found high levels of avoidance behavior practice by commune mayors in the Greater Poland Province. The findings also concur with Kung'u, Were and Nzulwa (2019) who found that the avoidance attribute of *laissez-faire* leadership style was dominant among other attributes in counties in Kenya where leaders avoid getting involved when important issues arise.

However, the level of avoidance observed by Kung'u, Were and Nzulwa (2019) was lower than the moderate level found in the current study.

The study findings agree with the literature which views this leadership style as one that is hands-off and in most occasions is seen as the absence of leadership. In this leadership style, followers are given as much freedom as possible by the leader who offers little or no direction. Further, the results concur with the arguments advanced by Osborn, Schermerhorn and Hunt (2008), Tarsik, Kassim and Nasharudin (2014); Xirasagar (2008) that a Laissez-faire leader hands over responsibility, delays decisions and gives no feedback to followers, and that the followers have almost no connection with, or support offered by the leader and followers have complete freedom to make decisions. The study results further support conclusions by Skogstad *et al.* (2007) that a laissez-faire leadership behavior is a destructive leadership behavior. Consequently, the study finding of a moderate frequency usage of this style in the counties suggest that it is negatively impacting performance outcomes such as public participation.

Table 4.9: Descriptive Statistics for Laissez-Faire Leadership Style

NA= Not at All, LE=To a little extent, ME=To a moderate extent, GE=To a great extent, VGE=To a very great extent, M=Mean, SD= Standard Deviation

4.6.5 Servant Leadership Style

The research sought to assess the influence of servant leadership style on public participation effectiveness in the county governance in Kenya. Eight research questions were used to obtain feedback from the sampled respondents across the counties involved in the study in the country. Table 4.10 presents the descriptive statistics results generated for the servant leadership style.

(i) Altruistic calling

The results in Table 4.10 indicate that a majority of the county leaders, to a small extent ($M=2.16$, $SD=.167$) put the best interests of others ahead of their own and serve others before self. This implies that the respondents' perception on the altruistic calling of the leaders is very low with 37.5% of the respondents indicating not at all, 28.7% to a little extent, 18.2 to a moderate extent, 11.5% to a great extent and 4.1% to a very great extent. The finding falls short of the Barbuto and Wheeler (2006) expectation of altruistic calling of a leader's deep-rooted desire to make a positive difference in others, putting others' interests ahead of their own and willing to work diligently to meet followers' needs.

(ii) Authenticity/Humility

The respondents' view was that a majority of county leaders to a little extent ($M= 2.41$, $SD=1.14$) consistently display humility, integrity, accountability, security and vulnerability i.e. expressing oneself in ways that are consistent with their inner thoughts and feelings, and that to a little extent ($M= 2.56$, $SD=1.15$) have the ability to put people's accomplishments and talents in a proper perspective. The statements equate to an authenticity/humility rating of to a little extent ($M=2.48$, $SD=1.03$) with 22.5% indicating not at all, 31.35% to a little extent, 26.65% to a moderate extent, 13.90% to a great extent and 5.60% to a very great extent. As indicated by Sendjaya *et al.* (2019) servant leaders need to demonstrate authenticity by showing a consistent display of humility, integrity, accountability, security, and vulnerability. Servant leaders accept people for who they are, engage with others as equal partners with concern for the other person's wellbeing. Hence leaders in the county governments need to be more authentic and display humility.

(iii) Modeling

Respondents' perception was that majority of leaders to a little extent ($M= 2.487$, $SD=1.15$) positively transform others in multiple dimensions (emotionally, intellectually, socially, and spiritually) into servant leaders themselves and that to a little

extent ($M=2.50$, $SD=1.11$) demonstrate genuine concern for other leaders' and citizens' growth and development by providing necessary support. This implies that leaders transforming influence behaviors such as role modeling, mentoring, empowering and trust was rated at to a little extent ($M=2.48$, $SD=.98$) with 21.95% respondents indicating not at all, 30.65% to a little extent, 28.75% to a moderate extent, 14.30% to a great extent and 4.40% to a very great extent.

The findings compare well with McCann, Graves and Cox (2014) who found a comparable level of role modelling (persuasive mapping) in rural community hospitals. However, the county leaders need to improve on the modeling attribute by using reasoning processes and conceptual frameworks to influence others. This is important for the leaders to earn buy-in for organizational visionary aspirations.

(iii) Empathy

Majority of the respondents agreed that leaders to a moderate extent ($M= 2.60$, $SD=1.15$) are empathetic with 20.60% of the respondents indicating not at all, 26.90% to a little extent, 29% to a moderate extent, 18.5% to a great extent and 4.90% to a very great extent. This means that leaders are moderately good at helping others with emotional issues and personal problems such as supporting the sick and bereaved citizens. The finding was consistent with McCann, Graves and Cox (2014) who found a similar level of empathy in rural community hospitals in the southern part of the USA. According to Barbuto and Wheeler (2006), leaders demonstrate this attribute by facilitating the healing process and creating an environment which provides space through which employees feel safe to share personal and professional concerns.

(iv) Wisdom

The majority of the respondents agreed that county leaders to a moderate extent ($M= 2.65$, $SD= 1.12$) have wisdom with 16.6% indicating not at all, 30.5% to a little extent, 29.80% to a moderate extent, 17.3% to a great extent and 5.8% to a great extent. This

means that leaders are moderately alert to the happenings around the county and are good at anticipating the consequences of their decisions and can solve complex problems.

The findings support Barbuto and Wheeler (2006) who found that the wisdom had the strongest relationship for employees' motivation to perform extra work. The leader was perceived knowledgeable of the industry and the organization, and trusted with the knowledge and competency, leading to improved organization performance. Similarly, Melchar and Bosco (2010) found that moderate levels of leader wisdom has a strong relationship with employee fulfillment which is associated with decision-making, room for independent action, ownership and participation.

(v) Organizational stewardship

Majority of the respondents agreed that county leaders' organizational stewardship was to a moderate extent ($M=2.60$, $SD= 1.24$) with 21.7% of the respondents indicating not at all, 30.5% to a little extent, 22.7% to a moderate extent, 16.3% to a great extent and 8.8% to a very great extent. This shows that, to a moderate extent, the leaders have the willingness to take responsibility for the larger county and deliver service instead of control and self-interest to remain at the top.

The findings echo McCann, Graves and Cox (2014) who found that leaders in rural community hospitals in the southern part of the USA exemplified a similar moderate level of organizational stewardship which was described as the extent to which leaders prepare an organization to make a positive contribution to society through community development, programs and outreach. Similarly, Melchar and Bosco (2010) found that leaders also work to develop a community spirit aimed at leaving a positive legacy in the workplace.

(vi) Overall Perceptions on Servant Leadership Style

The respondents' overall perception was that the level of servant leadership style practiced in the county governments was tending towards moderate ($M=2.50$, $SD=.87$) with 23.16% of the respondents indicating not at all, 30.08% to a little extent, 26.31% to a moderate extent, 15% to a great extent and 5.45% to a great extent. Servant leadership style puts service to others as the priority and stresses a holistic approach to work, power sharing in decision-making, increasing services to others and promoting a sense of community with organizational success as the indirect derived outcome (Greenleaf, 1996). The respondents' perceptions of the level of servant leadership exemplified in the counties equates to 37.5%, meaning that the leadership in the counties is far from embracing Robert Greenleaf's principles of servant leadership. These results conform to SID (2016), Jesuit Hakimani Centre (2013) and KSG (2015) who found that country leaders practiced some level of nepotism and had poor facilitating and organizational skills.

The findings indicate that the respondent's perception was that, though below average, the constructs of empathy, wisdom and organizational stewardship were generally higher than altruistic calling in the county governments. The study findings concur with Murari and Gupta (2012) who found stewardship and wisdom or awareness as key constructs for enhancing employee engagements. Similarly, Melchar and Bosco (2010) found that servant-leader characteristics with the highest means were in the areas of wisdom and organizational stewardship. The findings also support Barbuto and Wheeler (2006) who posit that the strongest relationship for employees' motivation to perform extra work was with wisdom, the strongest relationship for employees' satisfaction was with emotional healing and the strongest relationship for perceptions of organizational effectiveness was with organizational stewardship.

Table 4.10: Descriptive Statistics for Servant Leadership Style

NA= Not at All, LE=To a little extent, ME=To a moderate extent, GE=To a great extent, VGE=To a very great extent, M-Mean, SD = Standard Deviation

The overall perception of servant leadership style exemplified in the counties had a mean score of 2.5 (SD=.87) with 53.24% of the respondents indicating below average which affirms Slack *et al.* (2019) observation that public sector leaders do not have strong intentions to serve, and the expected outcomes of servant leadership are not necessarily guaranteed. The low practices of servant leadership style corroborate with Mboya, Were and Odhiambo (2019) who investigate the influence of leadership styles on quality assurance in the public institutions of higher learning in Kenya. They found that spiritual leadership style, which is close to servant leadership, was the least practiced leadership style compared with autocratic leadership style, strategic leadership style, transactional leadership style and transformational leadership style. Weinstein (2013) posited that servant leadership paradigm applicability in the public sector could provide a relationship of trust to address the problems affecting governments. With such a low score on servant leadership style in the counties, leaders need to do a lot more to build a relationship of trust with the public.

4.6.6 Resource Allocation

The study sought to find out the moderating effect of resource allocation on the relationship between leadership styles and public participation in the county governance in Kenya. Six research questions were used to obtain feedback from the sampled respondents on the levels of resource allocation across the sampled counties. Table 4.11 presents the descriptive results generated.

(i) Funding of Public Participation Activities

Majority of the respondents felt that to a little extent (M= 2.45, SD=1.20) county governments allocate enough financial resources for public participation activities whereby 26.7% of the respondents indicated not at all, 28.7% to a little extent, 23.6% to a moderate extent, 14.9% to a great extent and 6.10% to a very great extent. Transparency International Kenya (2015) surveyed 2,153 respondents sampled randomly from 16 counties across Kenya and found that only 17% of the respondents were aware

of how much money was allocated to their county by the national treasury. Citizens need to get this information so that they can hold duty bearers accountable.

(ii) Public Facilitation

Majority of the respondents agreed to a little extent ($M= 2.44$, $SD=1.24$) that counties allocate enough budget for financial incentives to citizens i.e. facilitate transport of the citizens to the county public participation meetings and pay lunch allowance in meeting with 26.4% of the respondents indicating not at all, 32.9% to a little extent, 19.3% to a moderate extent, 12.9% to a great extent and 8.5% to a very great extent. The mean score of 2.44 corresponds to a 36% rating which was in tandem with Transparency International Kenya (2015) who found that about 41% of respondents were aware of meetings convened by their county governments with 46% reported attendance of the meetings, a significant increase from the 15% that reported attendance of county meetings in 2014. Further, 81% of the respondents indicated willingness to attend various meetings convened by the government to give their views and opinion.

(iii) Civic Education Budget

The perception of the majority respondents was that to a little extent ($M=2.45$, $SD=1.18$) the county allocates enough budget to facilitate civic education for citizens in the county whereby 25.6% of the respondents indicated not at all, 28.3% to a little extent, 28% to a moderate extent, 11.6% to a great extent while 6.5% indicated to a very great extent. The findings support Transparency International Kenya (2015) recommendation to allocate more resources for civic education to increase public understanding on their roles and enable citizens to demand more accountability from their leaders and engage them appropriately.

(iv) Budget for Information Access

Respondent agreed to a moderate extent ($M= 3.10$, $SD=1.20$) that their counties facilitates use of different platforms such as vernacular TV and radio stations,

newspapers, electronic media, notice boards, website and announcements to create awareness of county projects and affairs and to a moderate extent ($M= 2.57, SD=1.09$), that county governments make it possible for the citizens to access timely information on county projects and budget proposals. These statements equate to an access to information budget rating of moderate ($M=2.84, SD=1.01$) with 13.6% of the respondents indicating not at all, 28.05% to a little extent, 29.7% to a moderate extent, 18.65% to a great extent and 10% to a very great extent. The finding agrees with Transparency International Kenya (2015) who found that 32% of the respondents received meeting information from friends, 22% from public notices, 15% from radio announcements and 20% from elected representatives' offices. Further, all counties sampled, except one county, had functional websites that contained different kinds of information about the counties. Developing or improving public participation mechanisms should include enhancing or broadening the channels of communication employed to get citizens to participate in county governance processes.

(v) Revenue collection

Many of the respondents agreed to a moderate extent ($M= 2.95, SD=1.24$) that counties have sufficiently mobilized revenue collection (license fees, land rates etc.) to boost the funds allocated by the national government with 12.5% of the respondents indicating not at all, 27.8% to a little extent, 24.7% to a moderate extent, 21.7% to a great extent and 13.2% to a very great extent. The finding is consistent with Mkawale and Gichuhi (2020) who reported that the counties collected on average 65.2% of the set annual revenue collection target for the 2019-2020 financial year. This implies the county governments continue to largely rely on revenue allocated from the national government which suffers from frequent delays in funds disbursement from the national government that in turn impacts project implementation in the county governments. It is therefore imperative for counties to improve on internal revenue collection and reduce dependency on the national government.

(vi) Overall Perception on Allocation of Resources

The overall respondents' perception on the level of resource allocation for public participation in the county governments was moderate ($M=2.66$, $SD=.88$) with 19.73% of the respondents indicating not at all, 28.97% to a little extent, 25.83% to a moderate extent, 16.4% to a great extent and 9.05% to a very great extent. This implies that the counties are to a moderate extent conforming to the County Governments Act, 2013 which mandates the counties to establish enough budgets and allocate sufficient resources for participation of the public. The result corroborates with several researchers who have cited lack of financial resources, high cost of public participation and lack of trained human resources as key barriers to public participation (Dogra & Gupta, 2012; Mustapha, Azman & Ibrahim, 2013). The finding further supports Mohamed (2018) position that the influence of public participation is constrained by limited resource allocation.

Most responses from the research items on resource allocation revolved around “to a little or to a moderate” extent. This is despite the benefits discussed by Khan and Anjum (2013) and, Mansuri and Rao (2003) who argued that participation of the public in governance matters results in attaining efficient, effective, and sustainable development as well as improving the quality of development outcomes. Madajewez, Tompsett and Habib (2017), added that, at all costs, public participation should be encouraged in governance and development matters for meaningful and sustainable development to be achieved. Thus, in tandem with the literature, the county governments need to allocate adequate resources for public participation purposes to avoid this being one of the factors impeding effective public participation.

Table 4.11: Descriptive Statistics for Resource Allocation

NA= Not at All, LE=To a little extent, ME=To a moderate extent, GE=To a great extent, VGE=To a very great extent, M=Mean, SD = Standard Deviation

4.6.7 Qualitative Analysis

An analysis of responses to open ended qualitative questions asked after the Likert scale questions was made. Because of the numerous and varied responses obtained from the study, only those responses attaining a computed valid response rate of 5% and above were considered significant for inclusion in this thesis. An observation that is clear from the responses recorded and many others that have not been documented in this thesis is that the public clearly understands their role and the kind of leadership they expect from their county leaders. This section presents a summary of the qualitative results obtained from the study on each study variable.

(i) Transformational Leadership Style

On transformational leadership, participants were asked to comment on other ways in which the leadership style influenced public participation in their counties. Of the total of 296 respondents whose questionnaires were analyzed, only 115 (or 38.85%) expressed an opinion on the question. Responses that attained a computed valid response rate of 5% included works as a motivation for participants, good relationship between leaders and citizens increases public participation, creates a forum for exchanging ideas and leaders are able to choose the best idea which benefit the society, and the leadership style builds trust and confidence between leaders and their constituents, and this improves participation. Other responses that attained the 5% rate viewed the question differently and said that transformational leadership style does not exist in their counties, and that leaders in their counties are self-centered and do not consider public views.

(ii) Transactional Leadership Style

On transactional leadership, participants were asked to comment on other ways in which the leadership style influenced public participation in their counties. Out of the total of 296 respondents whose questionnaires were analyzed, 73 (or 24.7%) expressed an opinion on the question. Responses that attained a computed valid response rate of 5% and above included; the style enhances monitoring and evaluation to determine whether the goals and objectives have been achieved as planned, leaders ought to involve people to come-up with clear goals and objectives for greater performances, leaders should avoid corruption and favoritism, and citizens manipulate their leaders using this approach and thus poisons public participation.

(iii) Laissez-Faire Leadership Style

On laissez-faire leadership, and similar to the foregoing leadership styles, participants were asked to comment on other ways in which the leadership style influenced public participation in their counties. Of the total of 296 respondents whose questionnaires were analyzed, 63 respondents (or 21.3%) expressed an opinion on the question. Responses that attained a computed valid response rate of 5% and above included; The public is not willing to participate in county governance matters because they think their views will not be valued; public participation has demoralized citizens; no public participation is visible in this model; it influences leadership negatively because when the leader is needed he/she is not available; people are not free to talk about their problems; it hinders public participation' and does not encourage public participation.

(iv) Servant Leadership Style

Like the other research areas on servant leadership, participants were asked to comment on other ways in which the servant leadership style influenced public participation in their counties. Out of the total of 296 respondents whose questionnaires were analyzed, only 94 participants (or 31.76%) expressed an opinion on the question. Responses that attained a computed valid response rate of 5% and above included; it allows citizens to participate more and trust their leaders; encourages public participation on matters affecting citizens; recognizes people as important partners in the issues affecting them to find solutions and own processes; Servant leadership does not exist in our counties; leaders are guided by their own self-interests; and it bridges the gap between the public and the leaders, hence improving public participation.

(v) Resource Allocation

On resource allocation, participants were asked to comment on other ways in which the resource allocation affected the relationship between leadership styles and public participation in their counties. Responses that attained a computed valid response rate of

5% and above included; there is inadequate facilitation that does not encourage the public to attend; inadequate budgetary allocation for public participation; biased allocation of public participation funds i.e. allowances are only paid to invited citizens; leaders ought to be transparent in the allocation of funds to enhance public participation; when people get nothing in return from meetings they do not attend any other forums; and the money allocated for public participation mostly ends in the pockets of a few people, mostly leaders.

(vi) Public Participation Effectiveness

On public participation, two open ended questions were asked at the end of the Likert's scale questions. The questions were: what suggestions would you give to your county government for improving public participation? What other information do you deem necessary for this study?

Of the total 296 respondents whose questionnaires were analyzed, 162 participants (or 54.7%) expressed an opinion on the first questions. Responses that attained a computed valid response rate of 5% and above included proposals to be discussed should be distributed earlier; make public participation forums accessible to all; increase transparency, accountability during public participation; conduct civic education; views of the public must be considered in decision making; enhance facilitation by allocating more funds and resources; improve on dissemination of information to the public.

On the second question, 59 of the 296 participants (or 19.9%) gave their opinions. Some of those comments that scored a computed valid rating of 5% and over included: conduct civic education; eliminate or reduce corruption, tribalism, cronyism, and nepotism; give feedback after public participation; involve the public in county activities to create a sense of ownership and transparency; public views and recommendations should form part of the county decisions and budget allocations; give feedback to the public after public participation.

4.7 Diagnostic tests

This section presents the diagnostic tests performed to test the data for statistical assumptions. Further to reliability and factor analysis tests covered under section 4.4, additional tests included tests of normality, outlier, linearity, heteroscedasticity, and multicollinearity tests to make sure the data used was adequate to conduct analysis. The tests were conducted to make sure that statistical and inferential analysis conducted adhered to Classical Linear Regression Model (CLRM) assumptions and hence avoid spurious and biased findings.

4.7.1 Normality Test

An assessment of the normality of data is a prerequisite for many statistical tests because normal data is an underlying assumption in Classical Linear Regression Modelling (CLRM) as well as parametric testing. The assumptions are checked to certify that the data meets all the set standards to reduce the risk of biases that may minimize generalizability of the results. They also ensure that the results generated from the data are not spurious.

Normality checks are used to determine if a dataset is well-modelled by a normal distribution (Faraway, 2016). Ghasemi and Zahediasl (2012) recommend that the main tests for the assessment of normality are Kolmogorov-Smirnov and Shapiro-Wilk (K-S) complemented by inspecting the output of the Normal Q-Q plot generated from the data. Thus, normality check was done by conducting K-S test and generating a Normal Q-Q plot from the data using the SPSS software version 26 and the findings for the respective tests are presented in Table 4.12 and Figure 4.1.

Kolmogorov-Smirnov and Shapiro-Wilk null and alternative hypotheses are, **H₀**: The data is normally distributed, **H₁**: The data is not normally distributed. The rule is that if the p -value is greater than 0.05, **H₀** is accepted and **H₁** is rejected, if the p -value is less than 0.05, **H₀** is rejected and **H₁** is accepted. The results obtained indicate that

Kolmogorov-Smirnov Z statistic as shown in Table 4.12 was greater than 0.05, the null hypothesis was accepted, and it was concluded that the data was approximately normally distributed and therefore fit for linear regression analysis.

Table 4.12: Kolmogorov-Smirnov and Shapiro-Wilk (K-S) statistics

The normal Q-Q plot for the dependent variable, public participation, shown in Figure 4.1, indicated that the observed values were falling along a straight line. This therefore meant the variable was normally distributed which was consistent with the earlier findings based on Kolmogorov-Smirnov and Shapiro-Wilk test.

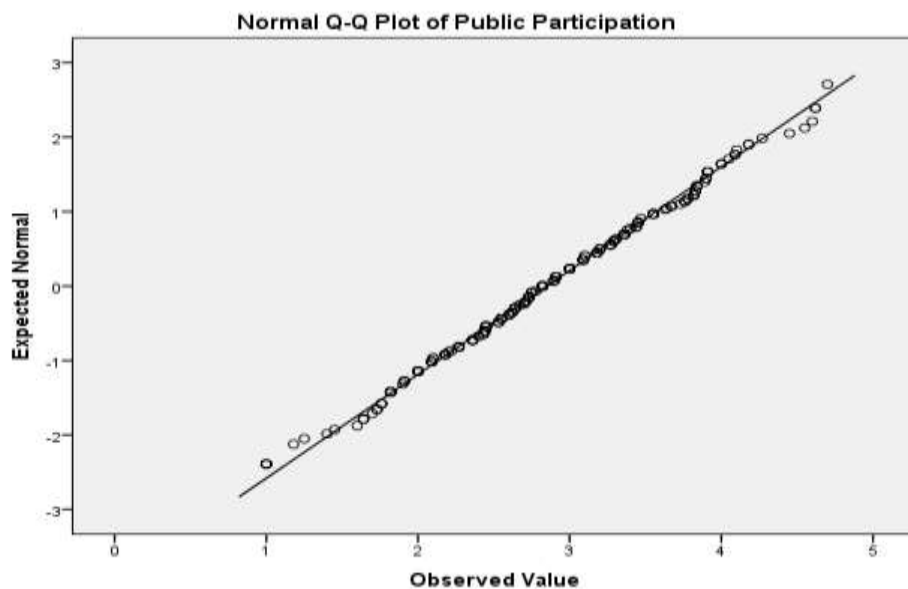


Figure 4.1: Normal Q-Q Plot of the Dataset

4.7.2 Checking for Outliers on Public Participation

According to Pallant (2013), sometimes in linear regression analysis, data points may have unequal effects on the slope of the linear regression equation. The authors add that these data points that diverge away from the overall pattern are called outliers and can be observed using a box plot. A box plot, using the study data, was generated using the

SPSS software version 26 and the results are presented in Figure 4.2. It can be observed that there are no outliers present given that there are no scatter dots below and above the box plot.

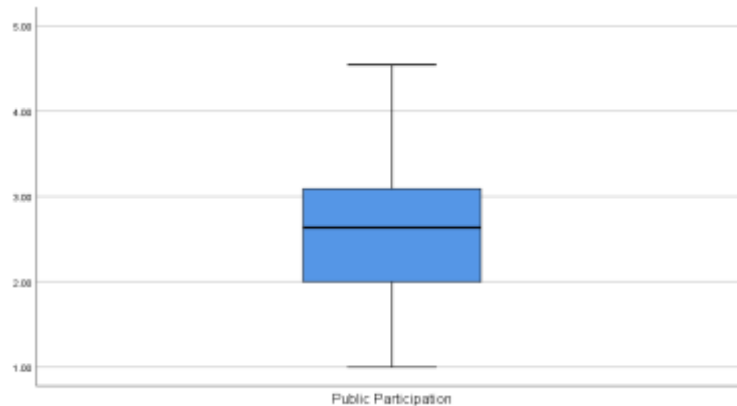


Figure 4.2: Outliers on Public Participation Effectiveness

4.7.3 Linearity Tests

Prior to carrying out regression analysis, the study sought to establish whether a linear relationship existed between the dependent variable and independent variables. Figure 4.3 shows a positive linear relationship between transformational leadership style and public participation. This corroborates Nyakomitta (2021) who found a positive linear relationship between transformation Leadership and the performance of commercial banks in Kenya. Figure 4.4 shows a positive linear relationship between transactional leadership style and public participation. This corroborates Kung'u *et al.*, (2019) who found a positive linear relationship between transactional leadership style and change management in the county governments in Kenya.

Figure 4.5 disclosed a negative linear relationship between laissez-faire leadership style and public participation. This contradicts Chelimo (2022) who found a positive linear relationship between laissez-faire leadership styles and competency development in Technical, and Vocational Education and Training Institutions in Kenya. Figure 4.6 disclosed a positive linear relationship between servant leadership and public

participation. This was in line with Chelimo (2022) who found a positive linear relationship between servant leadership styles and competency development in Technical, and Vocational Education and Training Institutions in Kenya. Figure 4.7 led to the conclusion disclosed a positive linear relationship between resource allocation and public participation. This was in line with Neubert, Hunter and Tolentino (2016) finding that the moderator, organizational structure (including adequate resources), had a linear positive relationship between servant leadership and stakeholder outcomes.



Figure 4.3: Linearity between Transactional Leadership and Public Participation

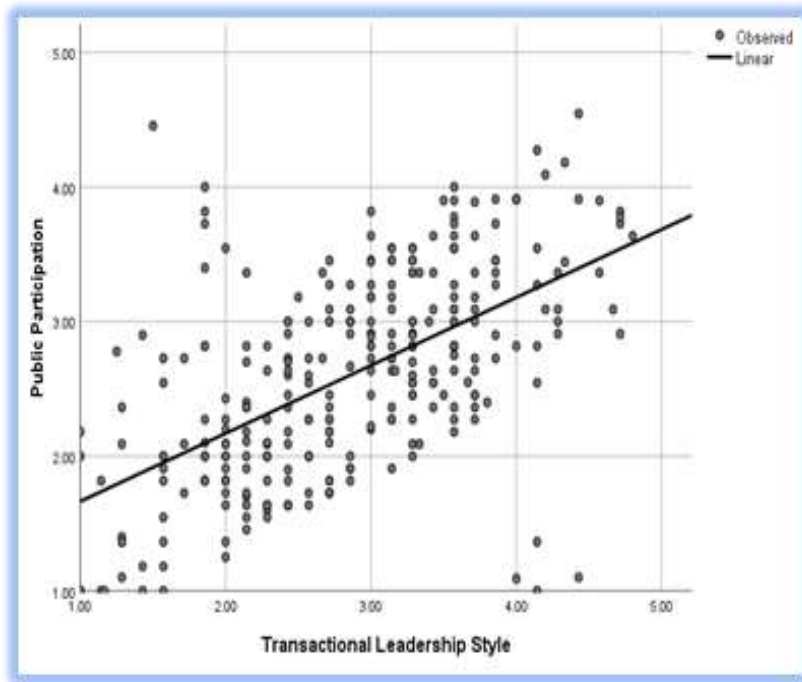


Figure 4.4: Linearity between Transactional Leadership and Public Participation

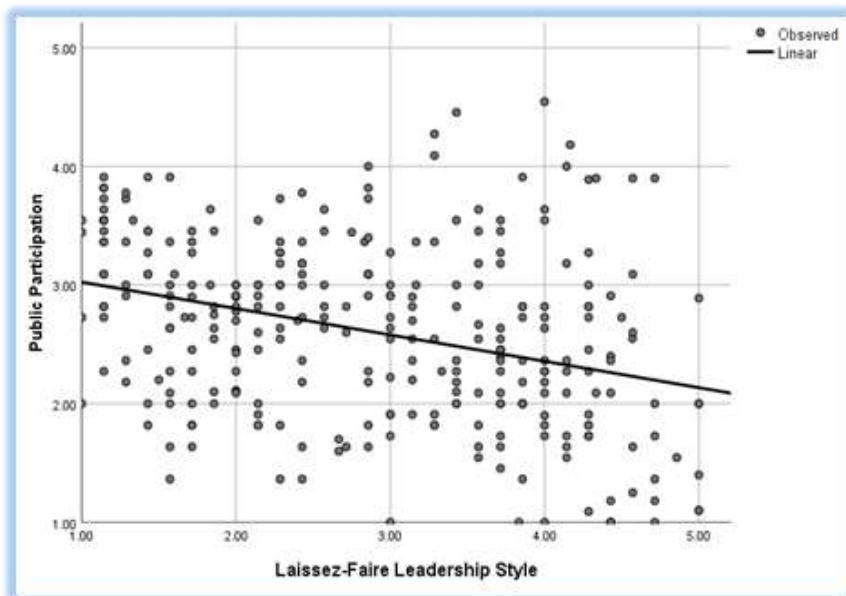


Figure 4.5: Linearity between Laissez-Faire Leadership and Public Participation

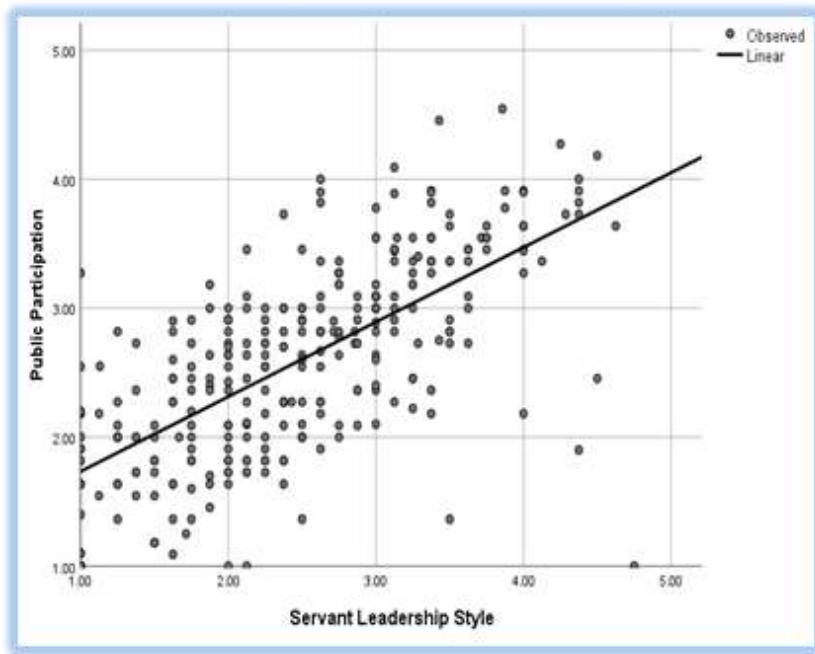


Figure 4.6: Linearity between Servant Leadership and Public Participation

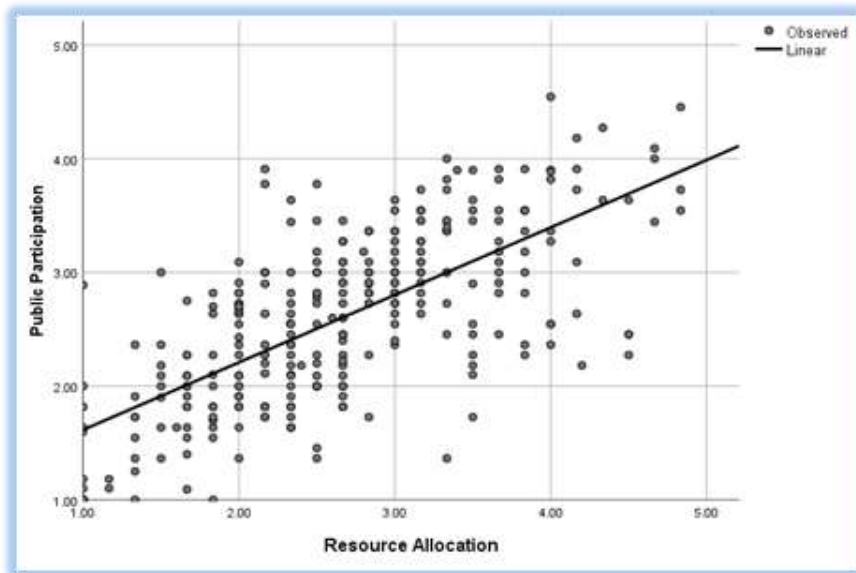


Figure 4.7: Linearity between Resource Allocation and Public Participation

4.7.4 Heteroscedasticity Check

One of the Classical Linear Regression Model (CLRM) assumptions is that the error term variance in any research data is constant (Gujarati & Porter, 2010). Homoscedasticity is a term used to denote a statistical situation where the error has the same variance (when the line of best fit is fitted) regardless of the value(s) taken by the independent variable(s) (Kothari & Garg, 2014). In many situations, the error term doesn't have a constant variance, thus leading to a condition referred to as heteroscedasticity when the variance of the error term changes in response to a change in the value(s) of the independent variable(s). When the condition of heteroscedasticity is present, then the dispersion of the error changes over the range of observations, thus forming a systematic pattern in the research data analysis (Gujarati & Porter, 2010).

The presence of heteroscedasticity is a serious matter that should be investigated before continuing to analyze the data. An investigation was made to detect if there is presence of heteroscedasticity on the dependent variable (Public Participation). A scatter diagram was generated from SPSS version 26 and the results are presented in Figure 4.8. From figure 4.8, the dependent variable (Public Participation) was observed to have no presence of heteroscedasticity as the scatter dots did not form any systematic pattern that was either exploding or converging from the origin (Shen, Cui & Wang, 2014).

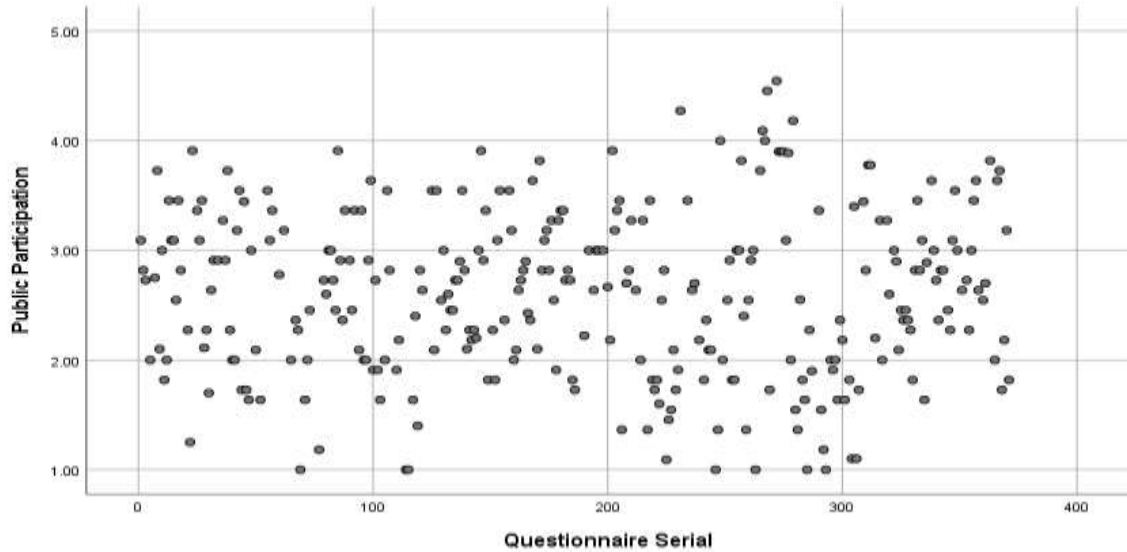


Figure 4.8: Checking for Heteroscedasticity

4.3.5 Multicollinearity Check

The study sought to show that no exact collinearity existed between the explanatory variables. According to Cohen *et al.* (2003), the suggested cut-off point for multicollinearity is a tolerance level of 0.8. Belsley, Kuh and Roy (1980) cited by Keraro (2014) and Opiyo *et al.* (2017) concluded that identification of multicollinearity in a model is important and is tested by examining the tolerance level and the variance inflation factor (VIF). The variance inflation factor (VIF) measures the impact of multicollinearity among the variables in a regression model.

According to Allison (2012), the general rule of thumb is that VIFs exceeding 10 are signs of serious multicollinearity requiring correction. Green (1998) argued that even though there is no formal criterion for determining the bottom line of the tolerance value of VIF, tolerance values that are less than 0.1 and VIF greater than 10 roughly indicate significant multicollinearity. Also, Hair *et al.* (2006) and Leech, Barrett and Morgan (2014) suggested a cut-off point for determining presence of multicollinearity at a tolerance value of less than 0.10, or a VIF of above 10.

From Table 4.13, there was no multicollinearity amongst the independent variables as no variable had a VIF exceeding 10 or tolerance value of less than 0.10. These results coincide with Jamaludin, Rahman, Makhbul and Idris (2011) who conducted a study to determine whether the spiritual, transformational, and transactional leadership styles are distinct constructs. Results from their multicollinearity test strengthened the point that all three leadership styles are distinguished between each other.

Table 4.13: Testing for Multicollinearity

4.8 Inferential Statistics

Inferential statistics deal with inferences about the population based on the results obtained from the sample. The more representative the sample is, the more generalizable the results will be to the population. Hypotheses testing techniques are used to generalize from the sample about the population. This is often referred to as inferential statistics (Mugenda & Mugenda, 2003).

4.8.1 Correlation between the Variables

A matrix of Pearson's Coefficients of Correlation was used to conclude the degree to which a linear change in the value of a variable is related with the changes in another variable. According to Kothari and Garg (2014), the correlation coefficient should range from -1 to +1, with -1 representing a perfect negative correlation, +1 representing a perfect positive correlation, and 0 illustrating no correlation at all. A correlation matrix between the variables in the study was generated using the SPSS Software version 26 and the findings are presented in Table 4.14. The findings revealed that there was a significant relationship between the independent variables since all the p-values were less than 0.01, that is p- values $0.000 < 0.01$. Even though there was a significant relationship between the independent variables, there was no problem of multicollinearity among the variables since all the r values were less than 0.8 (Gujarati & Porter, 2010).

The findings indicated a strong positive correlation ($r = 0.649$; $p\text{-value} < 0.001$) between transformational leadership style and public participation while transactional leadership style indicated a moderate positive correlation ($r = 0.574$; $p\text{-value} < 0.001$) with public participation. The results are in tandem with Maundu, (2020) who studied leadership styles and employee engagement in public secondary schools in Murang'a county in Kenya and found that there is a moderate positive correlation ($r = 0.432$; $p\text{-value} < 0.001$) between transformational leadership and employee engagement. Additionally, the author found a weak positive correlation between transactional leadership and employee engagement ($r = 0.286$; $p\text{-value} < 0.01$).

Similarly, Kung'u *et al.* (2019) in the study of effect of leadership style on change management in the county governments in Kenya found a positive moderate ($r = 0.581$; $p\text{-value} < 0.001$) and a positive moderate ($r = 0.463$; $p\text{-value} < 0.001$) correlation between transformational and transactional leadership styles respectively and change management.

The study findings showed that laissez-faire leadership style had a statistically significant weak negative correlation ($r = -0.330$; $p\text{-value} < 0.001$) with public participation which mirrors Kung'u, *et al.* (2019) of a weak negative correlation ($r = -0.216$; $p\text{-value} < 0.001$) between laissez-faire leadership style and change management.

The correlation between servant leadership style and public participation was strong and positive ($r = 0.669$; $p\text{-value} < 0.001$) which corroborates Zehir *et al.* (2013) who posited that servant leadership style has a strong positive correlation with job performance. Correlation between resource allocation and public participation was strong and positive ($r = 0.687$; $p\text{-value} < 0.001$) which was consistent with Walker and Andrews (2015) conclusion that resource availability is positively correlated with anticipated performance in local governments.

Table 4.14: Pearson Correlations between the Variables

**Correlation is significant at the 0.01 level (2-tailed)

TS=Transformational Leadership Style, TS= Transactional Leadership Style, LF=Laissez-Faire Leadership Style, SL= Servant Leadership Style, RA= Resource Allocation, PP=Public Participation

4.8.2 Correlation between the Variable Attributes and Public Participation Effectiveness

A matrix of Pearson Coefficients of Correlation was used to conclude the degree to which a linear change in the value of each leadership style dimension was related with the changes in another dimension and dependent variable public participation.

(i) Transformational Leadership Style Components

Table 4.15 shows the correlation between servant leadership components and public participation. The findings indicated a strong positive correlation ($r = 0.520^{**}$; p -value <0.005) between idealized influence construct and public participation. The correlation between inspirational motivation ($r = 0.429^{**}$; p -value <0.01), intellectual inspiration ($r = 0.568^{**}$; p -value <0.01), individualized consideration ($r = 0.506^{**}$; p -value <0.01) and public participation were all positive and moderate. The result agreed with those of Mwakasangula *et al.*, (2015) who examined the effect of leadership behaviour on good governance using a cross-sectional design and found a strong relationship between transformational leadership behavior and effective villagers' participation in different development activities.

Table 4.15: Pearson Correlations Transformational Leadership Style Components

** . Correlation is significant at the 0.01 level (2-tailed).

II= Idealized influence, IM= Inspirational motivation, IS= Intellectual stimulation, IC= Individualized consideration, PP= Public Participation

(ii) Transactional Leadership Style Components

Table 4.16 shows the correlation between transactional leadership components and public participation. The findings indicated moderate positive correlations between contingent reward ($r = 0.512^{**}$; $p\text{-value} < 0.01$), active management by exception ($r = 0.523^{**}$; $p\text{-value} < 0.005$) and public participation. Correlations between contingent punishment ($r = 0.331^{**}$; $p\text{-value} < 0.001$), and passive management by exception ($r = 0.261^{**}$; $p\text{-value} < 0.01$) and public participation were weak and positive. The results are in tandem with Maundu, Namusonge and Simiyu (2020) who studied leadership styles and employee engagement in public secondary schools in Murang'a county in Kenya and found weak positive correlation between transactional leadership and employee engagement ($r = 0.286$; $p\text{-value} < 0.01$).

Table 4.16: Pearson Correlations Transactional Leadership Style Components

** . Correlation is significant at the 0.01 level (2-tailed).

IR= Contingent reward, IP= Contingent punishment, MEA= Management-by-Exception active, MEP=Management-by-Exception passive, PP=Public Participation

(iii) *Laissez-Faire* Leadership Style Components

Table 4.17 shows the correlation between *laissez-faire* leadership components and public participation. The study results showed a weak negative correlation between public participation effectiveness and *laissez-faire* leadership dimensions abdication ($r = -0.230^{**}$; $p\text{-value} < 0.005$), non-responsiveness ($r = -0.265^{**}$; $p\text{-value} < 0.005$), no feedback ($r = -0.299^{**}$; $p\text{-value} < 0.005$) and non-expressiveness ($r = -0.296^{**}$; $p\text{-value} < 0.005$). The result concurred with those of Asrar-ul-Haq and Kuchinke (2016) who empirically investigated the impact that styles of leadership have on employees' attitude

towards their leaders and performance. They found that laissez-faire style had a negative relationship with the employee performance effectiveness as well as satisfaction of employees. Moreover, the result affirms Skogstad, *et al.*, (2007) conclusion that laissez-faire style is a destructive leadership type of behavior.

Table 4.17: Pearson Correlations Laissez-faire Leadership Style Components

** . Correlation is significant at the 0.01 level (2-tailed).

AB= Abdication, NR= Non-responsive, NF= No feedback, NE= Non-expressive, PP =Public participation effectiveness

(iv) Servant Leadership Style Components

Table 4.18 shows the correlation between servant leadership components and public participation. The findings indicated a strong positive correlation ($r = 609^{**}$; p -value <0.005) between the servant leadership style attribute of modelling and public participation effectiveness in the county governance in Kenya. In line with Greenleaf (1977), the strong correlation confirms that servant leadership is demonstrated whenever leaders set a good example that positively transforms followers into servant leaders themselves through multiple dimensions (e.g. emotionally, intellectually, socially, and spiritually). The findings revealed positive moderate correlation between public participation effectiveness and servanthood/altruistic calling ($r = 0.407^{**}$; p -value <0.005), authenticity/humility ($r = 548^{**}$; p -value <0.005), empathy ($r = 0.445^{**}$; p -value <0.005), wisdom ($r = 0.567^{**}$; p -value <0.005) and organizational stewardship ($r = 0.433^{**}$; p -value <0.005). The results were consistent with Barbuto and Wheeler (2006) and Sendjaya, *et al.*, (2019) who asserted that the constructs of servant leadership are positively correlated to individual and organizational performance.

Table 4.18: Pearson Correlations Servant Leadership Style Components

** . Correlation is significant at the 0.01 level (2-tailed).

AC= Altruistic calling, AH= Authenticity/Humility, MO=Modelling, EM= Empathy, WI=Wisdom, OS= Organizational Stewardship, PP= Public participation effectiveness

4.9 Regression Analysis before Moderation

To establish the relationships between independent variables and the dependent variable, regression analysis was used. Regression is the process of determining a statistical relationship between two or more variables (Kothari & Garg, 2014). The essence of ANOVA is that the total amount of variation in a set of data is broken down into two types: amount which can be attributed to chance and that which can be attributed to specified causes. F-test was also used in the context of the analysis of variance (ANOVA) for judging the significance of multiple correlation coefficients. This section comprises the regression analysis for the study variables before moderation.

4.9.1 Transformational Leadership and Public Participation Effectiveness

Simple linear regression was carried out to determine the relationship between transformational leadership and public participation effectiveness in county governance in Kenya. It was hypothesized that:

H₀₁: There is no significant relationship between transformational leadership style and public participation effectiveness in the county governance in Kenya.

The results of the regression presented in Table 4.19 indicate that transformational leadership style explains 42.1% of variance in public participation effectiveness in county governance in Kenya and that the model is a significant predictor of public participation effectiveness ($R^2 = .421$, $F(1, 294) = 213.46$, $p < .001$). This implies that transformational leadership style significantly predicts public participation. The remaining 57.9% of the variation in the public participation effectiveness can be accounted for by other factors excluded in the model or by chance.

The analysis shows that transformational leadership style significantly predicted public participation effectiveness ($\beta = .606$, $t(295) = 14.61$, $p < .001$). This indicates that a unit increase in transformational leadership style increases public participation effectiveness by 0.606 units. Since the results were significant at $p < .05$ level, the study rejected the

null hypothesis **H₀₁**: There is no significant relationship between transformational leadership style and public participation effectiveness in the county governance in Kenya. Therefore, the study concluded that transformational leadership style had a positive and significant influence on public participation effectiveness in the county governance in Kenya.

The model $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ was fitted and the resultant predictive model was:

$$\hat{Y} = 1.070 + .606X_1$$

Where \hat{Y} = Public participation effectiveness and X_1 = Transformational Leadership Style

The model can also be restated as follows:

$$\text{Public participation effectiveness} = 1.07 + 0.606 * \text{Transformational Leadership.}$$

The findings agreed with the observation by Mwakasangula *et al.* (2015) who found a strong relationship between transformational leadership behavior and effective villagers' participation in different development activities in Tanzania. For instance, in villages where the leaders exhibited transformational leadership attributes, the villagers' participation in decision-making processes was found to have been effective and efficient. The results are also consistent with Gharthey, Mensah and Gharthey (2016) who examined how the leadership approaches have influenced participation and performance of local governments in the Central Region of Ghana. The study revealed that the leadership approaches influenced participation and enabled the followers to feel enthusiastic and take responsibility.

Table 4.19: Regression Analysis on Transformation Leadership and Public Participation Effectiveness

4.9.2 Transformational Leadership Style Components and Public Participation Effectiveness

To further understand the relationship between transformational leadership style and public participation, multiple regression analysis was performed to determine the relationship between transformational leadership style components and public participation. The regression results shown in Table 4.20 indicates that the components individualized consideration, inspiration motivation, idealized influence and intellectual stimulation explained 42.1% of changes in public participation effectiveness and that the model is a good predictor of public participation effectiveness ($R^2=0.421$, $F(4, 291) = 52.979$, $P < 0.001$). The remaining 57.9% of variance in public participation effectiveness is attributed to other factors beyond the scope of current study or by chance.

Further, the results analysis showed a positive and significant relationship between all components and public participation effectiveness since all the slopes were positive and the p values < 0.05 . The ranking of the components indicated that intellectual stimulation had the highest significant effect in the model to predict public participation effectiveness ($\beta = 0.184$, $t(295) = 3.869$, $p < .001$) followed by idealized influence ($\beta = 0.16$, $t(295) = 3.228$, $p = .001$), then individualized consideration ($\beta = 0.15$, $t(295) = 3.451$, $p < .001$) and inspiration motivation ($\beta = 0.108$, $t(295) = 3.566$, $p < .001$). These results imply that a unit change in individualized consideration, inspiration motivation, charisma/idealized influence and intellectual stimulation will result in 0.184, 0.16, 0.15 and 0.108 change in public participation effectiveness respectively. The resultant predictive model was:

Public participation effectiveness = 1.05 + 0.16*Idealized influence + 0.108*Inspiration motivation + 0.184*Intellectual Stimulation + 0.15*Individualized consideration.

The findings agreed with Springer, Walkowiak and Bernaciak (2020) who documented the significant effect of intellectual stimulation and idealized influence have on transformational leadership in Poland. They researched 49 mayors' style of leadership adopted by the political leaders of rural communes in Poland and its links with their engagement in social activation and the use of participatory tools.

The regression results suggest that intellectual stimulation and idealized influence are the two strongest dimensions through which transformational leadership style influences public participation effectiveness and if leaders practice these ideals, it will result in improved public participation effectiveness in the county governments. However, the descriptive statistics showed these two attributes are practiced only to a little extent, with 55.8% and 57.7% of the respondents indicating intellectual stimulation and idealized influence respectively were below average in the counties. The implication of intellectual stimulation is that the county leaders should not only challenge the status quo but they also encourage it in the followers. The implication of idealized influence is that county leaders should endeavor to win the followers trust and respect so that the followers can emulate the leader and internalize the leader's values and beliefs.

Table 4.20: Regression Analysis on Transformational Leadership Style Components and Public Participation Effectiveness

4.9.3 Transactional Leadership and Public Participation Effectiveness

A simple linear regression analysis was performed to examine the relationship between transactional leadership and public participation effectiveness in county governance in Kenya. The study hypothesized that:

H₀₂: There is no significant relationship between transactional leadership Style and public participation effectiveness in the county governance in Kenya.

The regression results in Table 4.21 indicated that transactional leadership style explained 32.9% of the total variability in public participation effectiveness in the county governance in Kenya and that the model is significant in predicting public participation effectiveness ($R^2 = .329$, $F(1,294) = 144.153$, $p < .001$). The remaining 67.1% of variance in public participation effectiveness is attributed to other factors beyond the scope of current study or by chance.

The study findings indicated a positive and significant relationship between transactional leadership and public participation effectiveness in county governance in Kenya ($\beta = 0.505$, $t(295) = 12.006$, $P < .001$) which implies that a unit increase in transactional leadership increases public participation effectiveness by 0.505 units. The results show that the model is statistically significant as the p-value is less than .05. Therefore, the study rejected the null hypothesis **H₀₂**: there is no significant relationship between transactional leadership style and public participation effectiveness in the county governance in Kenya and concluded that transactional leadership style positively and significantly influences public participation. The resultant predictive model was derived as follows:

Public Participation Effectiveness = 1.160 + .505*Transactional Leadership Style.

The study findings agree with Amgheib (2016) who documented that transactional leadership style was positively linked to work engagement and job satisfaction. Similarly, the findings are consistent with Elenkov (2002) who demonstrated that transactional leadership was able to predict the organizational performance of Russian companies directly and positively but not beyond the effect of transformational leadership.

Table 4.21: Regression Analysis on Transactional Leadership and Public Participation Effectiveness

4.9.4 Transactional Leadership Style Components and Public Participation Effectiveness

A multiple regression was conducted to determine the influence of the transactional leadership style dimensions. The model summary and ANOVA results in Table 4.22 indicated that contingent reward, contingent punishment, active management by exception and passive management by exception explained 32.9% of the variance in public participation effectiveness and that the model was a good predictor for public participation effectiveness ($R^2 = .329$, $F(4,291) = 35.748$, $p < 0.001$). The remaining 67.1% of the variance in public participation effectiveness can be accounted for by other variables not included in the model or by chance. Since $p < .05$, the results indicate that there was a significant relationship between the attributes of transactional leadership and public participation.

Analysis of regression coefficients indicates that contingent reward and management-by-exception (active) had positive and significant relationship with public participation, with beta values ($\beta = 0.199$, $t = 3.724$, $p < 0.001$) and ($\beta = 0.218$, $t = 4.659$, $p < 0.001$) respectively. On the other hand, contingent punishment and management-by-exception (passive) showed a positive but not statistically significant relationship with public participation effectiveness with beta values ($\beta = 0.034$, $t = 1.026$, $p = .306$) and ($\beta = 0.036$, $t = 1.192$, $p = 0.234$) respectively. The resultant regression equation was:

$$\text{Public participation effectiveness} = 1.207 + 0.199 * \text{Contingent reward} + 0.034 * \text{Contingent punishment} + 0.218 * \text{Management by exception: Active} + 0.036 * \text{Management by exception: Passive}.$$

Since contingent punishment and management by exception (passive) are not statistically significant, the model was further revised as follows:

$$\text{Public participation effectiveness} = 1.207 + 0.199 * \text{Contingent reward} + 0.218 * \text{Management by exception (Active)}$$

While the regression results indicate that management-by-exception (active) had the highest influence on public participation effectiveness in county governance in Kenya and management-by-exception (passive) was not significant, the descriptive statistics revealed that management-by-exception (passive) practices in the counties were rated as average (M=2.9450, SD=1.328). This implies that leaders need to shift their style from management-by-exception (passive) which is a style of watching and only intervening when standard is not achieved, to management-by-exception (active) which looks at any deviation from the rule and makes corrections to any changes as they arise.

These findings are consistent with Koech and Namusonge (2012) who carried out a study of the effect of leadership style on the performance of state corporations in Kenya. They found a significant effect of contingent reward and management by exception (active) while management by exception (passive) was not significant. Equally, the findings were in support of Odumeru (2013) who reported that organization performance was contingent to transactional leadership since they are performance oriented. This would be achieved through continuous evaluation of performance to deploy corrective measures that would aid in achievement of organization goals and objectives. Moreover, the findings concurred with Devi and Narayanamma (2016) who reported positive causality between employee engagement and transactional leadership.

Table 4.22: Regression Analysis on Transactional Leadership Style Components and Public Participation Effectiveness

4.9.5 Laissez-Faire Leadership and Public Participation Effectiveness

The relationship between laissez-faire leadership style and public participation effectiveness in Kenyan county governance was investigated using simple linear regression. The following was proposed as a hypothesis:

H₀₃: There is no significant relationship between laissez-faire leadership style and public participation effectiveness in the county governance in Kenya.

The findings presented in Table 4.23 indicate that $R^2 = .109$, meaning that laissez-faire leadership style, explains 10.9% of the total variability in public participation effectiveness with 89.1 % explained by other variables not in the model or by chance, in the County governance in Kenya. The ANOVA shows that $p < .05$ which means that the model is statistically significant in predicting public participation effectiveness ($R^2 = .109$, $F(1,294) = 35.832$, $p < .001$). Therefore, the study rejected the null hypothesis **H₀₃** and concluded that laissez-faire leadership style statistically and significantly predicts public participation.

Analysis of regression coefficients indicate that laissez-faire leadership style had a significant inverse relationship with public participation in the county governance in Kenya ($\beta = -0.222$, $t = -5.968$, $p < .001$). The resultant predictive model was:

Public participation effectiveness = $3.246 - 0.222 * \text{laissez-faire leadership style}$.

The study findings imply that an increase in one unit of laissez-faire leadership style will result in a decrease of .222 in public participation. This would be contrary to the aspirations of the constitution and the government to enhance public participation effectiveness in the county governance and as such, this style of leadership should be discouraged.

The study findings agreed with Asrar-ul-Haq and Kuchinke (2016) who reported that laissez-faire style had a negative relationship with the employee performance

effectiveness and satisfaction. Tsigu and Rao (2015) similarly concluded that followers get dissatisfied, inefficient and unproductive in their workplaces under laissez-faire style.

Table 4.23: Relationship between Laissez-Faire Leadership and Public participation Effectiveness

4.9.6 Laissez-Faire Leadership Style Components and Public Participation Effectiveness

Multiple regression analysis was conducted to examine the relationship between laissez-faire leadership style components and public participation effectiveness in county governance of Kenya. Findings in Table 4.24 indicates $R^2 = .109$ which shows that abdication, non-responsiveness, no-feedback and non-expressiveness explained 10.9% of the variance in public participation effectiveness in county governance in Kenya. Analysis of variance findings indicate the model is significant in predicting public participation effectiveness ($R^2 = .109$, $F(4,291) = 8.91$, $P < .001$), meaning laissez-faire style components have significant relationship with public participation effectiveness in county governance in Kenya.

Analysis of regression coefficients indicates that abdication had an inverse but not significant relationship with public participation effectiveness in county governance in Kenya ($\beta = -0.001$, $t = -.01$, $p = .992$). Non-responsiveness had a negative and not significant relationship with public participation effectiveness in county governance in Kenya ($\beta = -0.031$, $t = -.642$, $p = .521$). No-feedback had a negative and significant relationship with public participation effectiveness in county governance in Kenya ($\beta = -0.094$, $t = -2.017$, $p = .045$). Non-expressiveness had a negative and nearly significant relationship with public participation effectiveness in county governance in Kenya ($\beta = -0.09$, $t = .059$, $p = .059$). The resultant predictive model was:

$$\text{Public participation effectiveness} = 3.224 - 0.001 * \text{Abdication} - 0.031 * \text{Non-responsive} - 0.094 * \text{No feedback} - 0.09 * \text{Non expressive.}$$

The results suggest that lack of feedback to the public on decisions made in the county has the worst impact on public participation. Descriptive statistics showed that the practice of not giving feedback was rated as moderate in the county governments. This implies that leaders in the county have a tendency of not giving feedback which negatively impacts public participation effectiveness in the county governments. Giving feedback is critical because the public needs to know if their input has been taken in the decision-making.

Based on these results, one can infer that county leaders in Kenya exercise the laissez-faire style of leadership which is destructive for the future generations of this country as observed by Skogstad *et al.* (2007). This sends a wrong signal to the development expectations and prosperity of the counties because relying on this leadership style means that a lot of processes will go out of control, thus exposing the country into anarchy, chaos, and inefficiency as shared by Ronald (2004). Counties in Kenya require an effective and vibrant style of leadership as this is vital for achieving set goals. When citizens experience a repugnant leadership such as laissez-faire, their performance gets hampered and will end up getting disenchanted (Nwokocha & Iheriohanma, 2015).

Table 4.24: Relationship between Laissez-Faire Leadership Style Components and Public Participation Effectiveness

4.9.7 Servant Leadership and Public Participation Effectiveness

Simple linear regression analysis was used to examine the relationship between servant leadership and public participation effectiveness in county governance in Kenya with the hypothesis that:

H₀₄: There is no significant relationship between servant leadership style and public participation effectiveness in the county governance in Kenya.

As shown in Table 4.25, $R^2 = .447$, meaning that servant leadership style explained 44.7% of the variance in the public participation effectiveness in the county governance in Kenya. The remaining 55.3% of the variation is unexplained by this one predictor but by other factors not included in the model. The ANOVA shows that ($R^2 = .447$, $F(1, 294) = 237.786$, $P < 0.001$) which means that the model is statistically significant and servant leadership significantly predicts public participation.

Analysis of the regression coefficient indicates a positive and significant relationship between servant leadership style and public participation effectiveness in county governance in Kenya ($\beta = 0.579$, $t = 15.42$, $p < 0.001$). A unit increase in servant leadership style varies public participation effectiveness positively by 0.579 units. The null hypothesis H_{04} , that there is no significant relationship between servant leadership style and public participation effectiveness in the county governance in Kenya was rejected and therefore, the study concluded that servant leadership style had a positive and significant influence on public participation effectiveness in the County governance in Kenya. The resultant predictive model was:

Public participation effectiveness = $1.156 + 0.579 * \text{servant leadership style}$

The study findings imply that if the county governments leaders exercise more servant leadership style, it will result in increased public participation effectiveness in the county governance in Kenya. Indeed, Gabris and Simo (1995) inferred that servant leadership should be a natural model in the public sector since leaders in public organizations ought to have stronger intentions to serve the people. These views were supported by Amah (2019) with a strong contention that servant leadership style is the best value-based leadership style that would produce good leaders in Africa to ensure the continent derives the expected benefits of the new face of globalization. Similarly, Schneider and George (2011) found that servant leadership is better suited to the management challenges of volunteer organizations.

The study findings also supported Zehir *et al.* (2013) observation that servant leadership behavior has a positive and significant relationship with job performance and organizational citizenship behavior. Their conclusion arose from a study on servant leadership behavior's impact on job performance and organizational citizenship behavior using organizational justice as a mediating variable. Similarly, the study agrees with Malingumu *et al.* (2016) and Vondey (2010) who found that servant leadership provides support and resources through creation of a working environment where participation is key. Likewise, both the public and county governments' employees would perform better if the leaders practiced servant leadership style much more than the current levels.

Table 4.25: Relationship between Servant Leadership and Public Participation

4.9.8 Servant Leadership Style Components and Public Participation Effectiveness

Multiple regression results in Table 4.26 indicates that $R^2 = 0.447$ which means that 44.7% of the variance in public participation effectiveness in county governance in Kenya can be explained by servant-hood/Altruistic calling, authenticity/humility, modeling, empathy, wisdom and organizational stewardship. Analysis of variance indicates that the model was significant in predicting public participation effectiveness ($F(6, 289) = 38.988, p < 0.001$). Since $p < 0.05$, there was a significant relationship between servant leadership style components and public participation effectiveness in county governance in Kenya.

Analysis of the regression coefficients indicates that altruistic calling (servanthood) showed a negative and not significant relationship with public participation effectiveness ($\beta = -0.028, t = -0.747, p = 0.456$). Authenticity/humility, modeling and wisdom had positive and significant relationship with public participation effectiveness with beta values ($\beta = 0.114, t = 2.352, p = 0.019$), ($\beta = 0.257, t = 4.666, p < 0.001$) and ($\beta = 0.174, t = 4.203, p < 0.001$) respectively. Empathy and organizational stewardship had positive but not significant relationships with public participation effectiveness with beta values

($\beta = 0.027$, $t=0.748$, $p=0.455$) and ($\beta = 0.016$, $t=0.473$, $p=0.637$). The resultant predictive model was:

$$\text{Public Participation Effectiveness} = 1.168 - 0.028 * \text{Altruistic calling} + 0.114 * \text{Authenticity/Humility} + 0.257 * \text{Modeling} + 0.027 * \text{Empathy} + 0.174 * \text{Wisdom} + 0.016 * \text{Organization stewardship}.$$

The results indicate that modeling had the strongest influence on public participation effectiveness followed by the perceived wisdom of the leaders. Modeling requires leaders to set a personal example for followers whereas wisdom means that the leader has awareness of surroundings and anticipation of consequences of the decisions made. These results affirmed Hussain and Ali (2012) who investigated the impact of servant leadership on followers' job performance in Pakistan. They found that modeling (empowerment) had the strongest positive and significant influence in the level of employees' performance. They argued that followers will perform more if they are modeled and empowered by their leaders and would be more willing to achieve a higher level of performance. Russell and Stone (2002) argued that modeling is an important way for a leader to focus and establish an organization's vision, embed culture and ethical tone by their live example.

The findings are also consistent with Schneider and George (2011) who researched on the impact servant leadership models have on club member satisfaction, commitment and intentions to stay in the club at a national voluntary service organization. They identified empowerment as a mechanism that leaders leverage to effectively manage the volunteer workforce. Similarly, Gaskova (2020) examined servant leadership in relation to work performance based on 106 masters' students of a standard management program at the University of Economics, Prague who had a job of 20 hours a week and more. The author found that the modeling dimension of servant leadership style was positively and significantly related to work performance.

The findings imply that the leaders in the county governments need to lead by setting a good example that will model the followers to emulate the leaders. In doing so, the leaders should also demonstrate wisdom by seeking knowledge of the topical issues affecting the counties and the economy and articulate how the decisions made in the county fit the circumstance. If any good or bad consequences arise from a decision made, the leader should explain to the followers what the impact is and how any negative consequences will be countered. By modeling, setting good examples through deeds and through words, and setting high standards for themselves, the leader will build the right performance culture and instill good values in the county, which will result in improved public participation effectiveness among other performance outcomes.

Table 4.26: Servant Leadership Style Attributes and Public participation Effectiveness

4.9.9 Direct Relationship between Resource Allocation and Public Participation Effectiveness

Simple linear regression results shown in Table 4.27 indicate that $R^2 = .472$. This implies that resource allocation explains 47.2% of total variance in public participation effectiveness in the county governance in Kenya. The balance of 52.8% of the variation is unexplained by this one predictor but by other factors not included in the model. The ANOVA shows at $p < .05$ level, the model is statistically significant, and that resource allocation significantly predicts public participation effectiveness ($F(1, 294) = 262.737$, $p < 0.001$).

Analysis of the regression coefficients indicates that resource allocation has positive and significant relationship with public participation effectiveness ($\beta = 0.594$, $t = 16.209$, $p < 0.001$). This means that for a unit increase in resource allocation, the public participation effectiveness varied positively by 0.594 units. The study concluded that resource allocation had a significant influence on public participation effectiveness in the county governance in Kenya. The resultant predictive model was:

$$\text{Public participation effectiveness} = 1.022 + 0.594 * \text{Resource Allocation}$$

The study results imply that if the county government leaders allocated sufficient resources, it will result in increased public participation effectiveness in the county governance in Kenya. The study results were consistent with Grabman *et al.* (2017) who documented that there is a need to improve budgetary allocation to minimize resistance in participation. Similarly, Ali (2018) revealed that leadership, donor influence on decision making, and local leaders' involvement in planning and availability of budgetary resources affected community participation. Muro and Namusonge (2017) revealed that community participation was dependent on financial and material availability. Further, a survey by Kaseya and Kihonge (2016) indicated that 70 percent of individuals and 62.5 percent of civil society and government officers felt that provision of financial incentives boost the morale of the respondents and encourage attendance. Similarly, Mitisya and Mutiso (2020) found a moderate correlation ($r = 0.304$; $p < 0.004$) between resource mobilization and community participation in the implementation of water projects in Makeni county.

Table 4.27: Direct Relationship between Resource Allocation and Public Participation Effectiveness

4.9.10 Direct Resource Allocation Components and Public Participation Effectiveness

Multiple regression analysis was fitted to examine the relationship between resource allocation components and public participation effectiveness in county governance in Kenya. Results in Table 4.28 shows $R^2 = 0.472$, which indicates that funding of public participation activities, public facilitation, civic education budget, access to information and revenue collection explains 47.2% of changes in public participation effectiveness in county governance in Kenya. The balance of 52.8% of the variation is unexplained by these predictors but by other factors not included in the model. ANOVA results indicate that the model is significant and resource allocation components have a joint significant relationship with public participation effectiveness in county governance in Kenya ($F(5,290) = 51.817, p < 0.001$).

Analysis of the regression coefficients indicates that there was a positive and not significant relationship between funding of public participation activities and public participation effectiveness ($\beta = 0.06, t = 1.656, p = 0.099$). Public facilitation, access to information and revenue collection had positive and significant relationship with public participation effectiveness with beta values ($\beta = 0.087, t = 2.399, p = 0.017$), ($\beta = 0.367, t = 9.05, p < 0.001$) and ($\beta = 0.075, t = 2.531, p = 0.012$) respectively. Civic education budget has a negative and significant relationship with public participation effectiveness ($\beta = -0.004, t = -0.102, p = 0.919$). The resultant equation was:

$$\text{Public participation effectiveness} = 0.981 + 0.06 * \text{Funding of public participation activities} + 0.087 * \text{Public facilitation} - 0.004 * \text{Civic Budget} + 0.367 * \text{Access to information} + 0.075 * \text{Revenue collection}.$$

The results indicate that access to information has the strongest influence on public participation. The results are consistent with Carreira *et al.* (2016) conclusion that participation is a learning space for citizenship and arises from the opportunity to access information. They argued that when citizens do not receive comprehensive information, it prevents them, whether they trust politicians or not, from perceiving how their opinions contribute to final decisions in public processes, and in turn mistakenly increasing the conflict around public policy. Descriptive statistics showed that information accessibility was rated as near moderate (M=2.834, SD=1.007), which means that if counties further improve access to information by one unit (all other factors held constant), it will improve public participation effectiveness by 0.367 units.

Though not significant, the study results indicated a negative relationship between civic education budget and public participation effectiveness which would seem to contradict prior studies that argued that the effectiveness of leadership behaviour depends on contextual conditions such as availability of resources in the firm (Koene *et al.*, 2002; Vaccaro *et al.*, 2012). On the other hand, it offers support to Shalley and Gilson (2004) who suggested that resource availability or abundance might negatively affect performance of leaders. Not having everything that is needed readily at hand, stretches leaders to think of different ways of improving performance and hence only a reasonable amount of the necessary resources are required (Cohen & Levinthal, 1990; Shalley & Gilson, 2004).

Table 4.28: Direct Relationship between Resources Allocation Components and Public participation Effectiveness

4.9.11 Multiple Regression Analysis on Combined Leadership Styles and Public Participation Effectiveness before Moderation

A multiple regression analysis between the combined leadership styles variables and public participation effectiveness was carried out. The findings in Table 4.29 show that

$R^2 = .552$, meaning 55.2% of changes in public participation effectiveness can be jointly explained by the combined effect of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership styles. The remaining percentage of 44.8% can be accounted for by other factors excluded in the model or by chance. The ANOVA indicates that the joint model is significant in predicting public participation effectiveness in the county governance in Kenya ($F = 89.788$, $p < 0.001$).

Regression coefficients indicates that transformational leadership, transactional leadership, and servant leadership styles have positive and significant relationship with public participation effectiveness with beta values ($\beta = 0.282$, $t = 5.536$, $p < 0.001$), ($\beta = 0.165$, $t = 3.68$, $p < 0.001$) and ($\beta = 0.308$, $t = 6.449$, $p < 0.001$) respectively. Laissez-faire leadership style had a negative and not significant relationship with public participation effectiveness ($\beta = -0.023$, $t = -0.777$, $p = 0.438$). The resultant equation is of the form:

Public participation effectiveness = $0.714 + 0.282 * \text{Transformational Leadership Style} + 0.165 * \text{Transactional Leadership Style} - 0.023 * \text{Laissez-Faire Leadership Style} + 0.308 * \text{Servant Leadership Style}$

In terms of contribution to public participation, servant, transformational, transactional, and laissez-faire styles ranked in that order. The study finding supports Amah (2019) contention that servant leadership style is the best value-based leadership style that would produce good leaders in Africa to ensure the continent derives the expected benefits of the new face of globalization. Moreover, Gabris and Simo (1995) inferred that servant leadership should be a natural model in the public sector since leaders in public organizations ought to have stronger intentions to serve the people.

The beta coefficient for servant leadership style was 0.308, higher than transformational leadership style beta coefficient 0.282. This implies that servant leadership style has a higher influence on public participation effectiveness than transformational leadership style. In the context of public participation, leaders should take the views of all groups that is representative of the public. Thus, the findings corroborate Sendjaya *et al.* (2019)

who held that servant leaders are more likely than transformational leaders to demonstrate the natural inclination to serve marginalized people. Further Gandofi and Stone (2018) asserted servant leadership first facilitates the growth, development, and general well-being of followers in organization resulting in organizational goals achieved on a long-term basis.

Results of the study also concur with Jamaludin *et al.* (2011) who ranked spiritual types of leadership (such as servant leadership), higher than transformational and transactional leadership styles. They argued that spiritual leadership paradigms are geared towards meeting human needs over and beyond economic performance objectives by creating value congruence across the strategic, empowered team and individual levels to ultimately foster higher levels of organizational commitment, productivity, and employee well-being.

Equally, results support Elenkov (2002) who demonstrated that transformational leadership was able to positively predict the organizational performance of Russian companies directly over and beyond the effect of transactional leadership. The negative effect of laissez-faire leadership was similarly observed in previous research (Asrar-ul-Haq & Kuchinke, 2016; Skogstad *et al.*, 2007; Tsigu & Rao (2015). Thus, to enhance public participation effectiveness in the county governments, the county leaders should endeavor to practice a combination of servant leadership, transformational and transactional leadership styles to make the impact of any laissez-faire leadership style insignificant.

Table 4.29: Combined Leadership Styles and Public Participation Effectiveness

4.9.12 Multiple Regression Analysis of all Independent Variables and Public Participation Effectiveness before Moderation

The combined leadership styles could only explain up to 55.2% ($R^2=.552$) of the variability in public participation effectiveness as earlier observed in Table 4.29. Table 4.30 shows the regression results of all the combined independent variables (leadership styles and resource allocation) and public participation. The results indicate that the model was significant ($F= (5,290) =98.21, p <0.001$) at 0.5 level, meaning that the combined explanatory variables predicted public participation. Table 4.30 shows that with the introduction of the moderating variable (resource allocation) as a predictor, R^2 increased to .629, reflecting an increase of 0.077. This implies that the moderator, as a direct predictor, explained an additional 7.7% of the variation in public participation.

Analysis of the beta coefficients, Table 4.30 shows that transformational leadership style was positive and statistically significant ($\beta = 0.205, t = 4.302, p<0.001$); transactional leadership style was positive and statistically significant ($\beta = 0.083, t = 1.980, p=.049$), laissez-faire leadership style was negative but not statistically significant ($\beta = -0.027, t = -1.020, p=.308$) and, servant leadership style was positive and statistically significant ($\beta = 0.220, t = 4.889, p<0.001$). Beta coefficient for resource allocation was positive and significant ($\beta = 0.313, t = 7.719, p < 0.001$) which means that resource allocation is a significant independent predictor variable in the relationship between the combined leadership styles and public participation. The multivariate model was fitted as follows.

$$\hat{Y} = 0.542 + 0.205X_1 + 0.083X_2 + 0.220X_4 + 0.667Z$$

Where, \hat{Y} is public participation effectiveness, X_1 is transformational leadership style, X_2 is transactional leadership style, X_4 is servant leadership style and Z is resource allocation.

The results show that laissez-faire leadership style impact on public participation effectiveness is not significant when applied along with transformational leadership, transactional leadership, servant leadership and resource allocation for public participation purposes. Findings conform to Howell *et al.*, (1990) view on leadership neutralizers since the predictive power of laissez-faire was neutralized.

Table 4.30: Combined Leadership Styles and Public Participation Effectiveness

4.10 Moderation Effect of Resource Allocation on the Relationship between Combined Leadership Styles and Public Participation Effectiveness

Moderated regression analysis was carried to test the moderating influence of resource allocation on the relationship between leadership styles and public participation effectiveness in the county governance in Kenya. It was hypothesized that:

H₀₅: There is no moderating effect of resource allocation on the relationship between the combined leadership styles and public participation effectiveness in county governance in Kenya.

The study applied the stepwise regression method suggested by Baron and Kenny (1986), and Aiken and West (1991) to perform statistical comparisons of the moderated multiple regression results of Model 1 and Model 2. The authors infer that a statistically significant change in R² signifies presence of moderating effect.

Model 1

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 Z + \varepsilon, (i=1, 2, 3, 4)$$

Model 2

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 Z + \beta_{iz} X_i * Z + \varepsilon, (i=1, 2, 3, 4)$$

Where:

Y = Public participation effectiveness , X₁= Transformational leadership style, X₂= Transactional leadership style, X₃ = *Laissez-faire* leadership style ,X₄ = Servant leadership style, Z = Moderator (Resource allocation),β_i (i=1, 2,3,4,5) = Regression coefficients, ε = Error term, X_i* Z = Interaction term between resource allocation with each independent variable X₁, X₂, X₃, and X₄, β_{iz} = Coefficient of X_i *Z the interaction term between resource allocation and each of the independent variables for i = 1,2,3,4 and β₀ = Constant (Y-intercept) which represents the value of Y when X = 0

Table 4.31 shows the model summary and ANOVA while Table 4.32 shows the coefficients of the moderated regression results of model 1 and model 2. To avoid multicollinearity problems, interaction terms were created using the mean centered variables in line with the recommendations by Aiken and West (1991), and Cohen *et al.*, (2003). The presence of moderating effect was checked by interpreting the R² change between the regression results of the two models and interpreting the regression coefficients of the interaction terms.

The results indicate that the model 1 was significant ($F(5,290) = 98.21, p < 0.001$) at 0.5 level, implying that all the combined independent variables did significantly influence public participation effectiveness as earlier discussed in Table 4.30. In Model 2, the interaction terms were added, and the results show that the R² change of 1.70% was statistically significant ($F(9,286) = 57.842, p = 0.010$) at 0.5 level, implying the presence of a statistically significant moderating effect of resource allocation in the relationship between leadership styles and public participation. Aiken and West (1991), and Frazier *et al.*, (2004) contend that the predictive power of interaction terms is generally small corresponding to an R² change (ΔR^2) of about of 2% and are difficult to detect. Therefore, the study findings of R² change of 1.70% are in tandem with their argument.

Since moderated model 2 was statistically significant [$F(9,286) = 57.842, p = 0.010$], the study rejected the null hypothesis H_{05} that there is no moderating effect of resource allocation on the relationship between the combined leadership styles and public participation effectiveness in county governance in Kenya. Therefore, the study concluded that there is a significant moderating effect of resource allocation in the relationship between combined leadership styles and public participation effectiveness in county governance in Kenya. The combined influence of leadership styles on public participation effectiveness will be higher when the level of resources allocated is high.

The beta coefficient for transformational, transactional and servant leadership styles were positive and statistically significant with beta values ($\beta = 0.205, t = 4.319,$

$p < 0.001$), ($\beta = 0.091$, $t = 2.171$, $p = .03$) and ($\beta = 0.218$, $t = 4.805$, $p < 0.001$) respectively. The beta for laissez-faire leadership style was negative and not statistically significant ($\beta = -0.017$, $t = -.650$, $p = .52$) while resource allocation as a predictor was positive and significant ($\beta = 0.296$, $t = 7.121$, $p < 0.001$).

The beta coefficient for the mean centered interaction terms between transformation leadership styles and resource allocation (Transformation Leadership Styles * Resource Allocation) was negative and not statistically significant ($\beta = -0.030$, $t = -.82$, $p = 0.41$). This implies that when all the leadership styles are combined, the study did not detect significant interaction between transformational leadership style and resource allocation in the relationship between the leadership styles and public participation. This means that the level of resources allocated has no impact on the relationship between transformational leadership style and public participation effectiveness.

The beta coefficient for the interaction term Transactional Leadership Styles * Resource Allocation was negative and statistically significant ($\beta = -0.680$, $t = -2.171$, $p = 0.031$). This implies that when all the leadership styles are combined, the study found a significant negative interaction between transactional leadership style and resource allocation in the relationship between the leadership styles and public participation. This means that the relationship between transactional leadership and public participation effectiveness becomes weaker at higher levels of resource allocation.

The beta coefficient for the interaction term Laissez-Faire Leadership Styles * Resource Allocation was positive and statistically significant ($\beta = .063$, $t = 2.235$, $p = 0.026$). This means that when all the leadership styles are combined, the study found significant total interaction between laissez-faire leadership style and resource allocation in the relationship between the leadership styles and public participation. This implies that when sufficient resources are allocated, the impact of laissez-faire leadership style is neutralized.

The beta coefficient for the interaction term Servant Leadership Styles *Resource Allocation was positive and statistically significant ($\beta = .075$, $t=2.210$ $p=0.028$). This means that when all the leadership styles are combined, the study found a significant interaction between servant leadership style and resource allocation in the relationship between the leadership styles and public participation effectiveness. The implication is that the relationship between servant leadership styles and public participation effectiveness is stronger at higher levels of resource allocation.

The greater the value of the partial regression coefficient of the interactive term, the greater the moderating effect in the relationship between an independent variable and a moderating variable (McClelland & Judd, 1993). In this context, the greatest moderation effect was found in servant leadership ($\beta = .075$), followed by transactional leadership $\beta = -.068$, laissez-faire ($\beta = .063$) and lastly transformational leadership ($\beta = -.030$) which was not significant.

The predictive model 2 was derived as:

$$\hat{Y} = 0.566 + 0.205X_1 + 0.091X_2 + 0.218X_4 + 0.296Z - 0.068X_2*Z + 0.063X_3*Z + 0.075X_4*Z$$

Where, \hat{Y} is public participation, X_1 is transformational leadership style, X_2 is transactional leadership style, X_3 is laissez-faire leadership style, X_4 is servant leadership style and Z is the moderator (resource allocation).

Frazier *et al.*, (2004) argue that where there is substantive theoretical support, insignificant interactions terms can be included in the model. Hence, the model, inclusive of the insignificant terms becomes:

$$\hat{Y} = 0.566 + 0.205X_1 + 0.091X_2 - 0.02X_3 + 0.218X_4 + 0.296Z - 0.003 X_1*Z - 0.068X_2*Z + 0.063X_3*Z + 0.075X_4*Z$$

The model can be rearranged as follows:

$$\hat{Y} = 0.566 + (.205 - .003Z) * X_1 + 0.296Z + (0.091 - 0.068Z) * X_2 + (0.063Z - 0.02) * X_3 + (0.218 + 0.075Z) * X_4$$

Table 4.31: Moderating Effect of Resource Allocation - Model Summary and ANOVA

Table 4.32: Moderating Effect of Resource Allocation - Coefficients

The model implies that if transactional, laissez-faire and servant leadership style is held constant, a 1-unit increase in transformational leadership will result in a .205 increase in public participation effectiveness when the value of resource allocation is zero. As the value of resource allocation increases, the corresponding increase in public participation effectiveness decreases below 0.205, meaning that resource allocation negatively moderates transformational leadership. The study finding supports Wasserman *et al.*, (2010) observations that for some leadership styles, CEOs have less impact on company performance in settings where resources are plentiful. Findings are also consistent with Chen *et al.* (2012) conclusion that financial-incentive adoption negatively moderates the relationship between transformational leadership and technological innovation in Taiwanese strategic business units. On the other hand, these findings contradict Khan *et al.* (2009) who found that organizational size with enough resources allocated for innovation, positively and significantly moderated the relationship between transformational leadership and innovation in the telecommunication sector of Pakistan. Similarly, the study finding contradicts Gumusluoğlu and Ilsev (2009) who found that resource allocation for innovation purposes significantly and positively moderated the relationship between transformational leadership and organizational innovation in micro-and-small sized Turkish entrepreneurial software development companies.

When transformational, laissez-faire and servant leadership style are held constant, a unit increase in transactional leadership will result in a .091 increase in public participation effectiveness when the value of resources allocated is nil. If the value of resource allocation is increased, the increase in public participation effectiveness decreases below 0.091, meaning that resource allocation has a negative moderating effect on transactional leadership style. The findings agree with Vaccaro *et al.* (2012) who indicated increased organizational size and resources allocated for innovation negatively moderated the relationship between transactional leadership and management innovation Dutch firms. As recommended by House (1971), leaders should refrain from the use of extrinsic rewards that are contingent on performance, but instead enhanced value-based leadership styles such as servant or transformational.

When transformational, transactional and servant leadership styles are held constant, a unit increase in laissez-faire leadership style will result in a decrease of 0.017 in public participation, provided that the value of resource allocated is nil. As the value of resource allocation is increased, public participation effectiveness increases by 0.063 if the value of resource allocated is one unit and by 0.126 if resource is increased by two units when laissez-faire leadership is held at unit level. This demonstrates a positive moderating effect. This finding is in line with Zaech and Baldegger (2017) who found that the size of the start-up (which signified availability of resources allocated for innovation) had a significant positive moderating effect on the relationship between laissez-faire leadership and performance of start-up companies in start-up in Switzerland, Liechtenstein, Southern Germany, and East Austria. This implies that where laissez-faire leadership style exists, the counties in Kenya could reduce its negative effect on public participation effectiveness by allocating more resources for public participation purposes, more than they would have to where transformational, transactional or servant leadership styles are practiced.

If transformational, transactional, and laissez-faire leadership styles are held constant, a unit increase in servant leadership style will result in a .218 increase in public participation effectiveness provided the value of resource allocation is nil. When the value of resource allocation is subsequently increased by one-unit, public participation effectiveness will increase by additional .075 units when servant leadership at unit level. Servant leadership interactive terms with resource allocation have the highest positive significant coefficient, meaning the highest moderation effect. The findings are in tandem with Neubert, Hunter and Tolentino (2016) who found that organizational structures that include adequate resources acted as a moderator to enhance the influence of servant leadership on nurses' creative behavior as well as patient satisfaction through nurse job satisfaction in the hospitals in the United States of America. Overall, the study findings demonstrate that servant leadership is the best effective style to enhance public participation effectiveness in the county governance in Kenya.

4.11 Summary of Hypotheses Testing

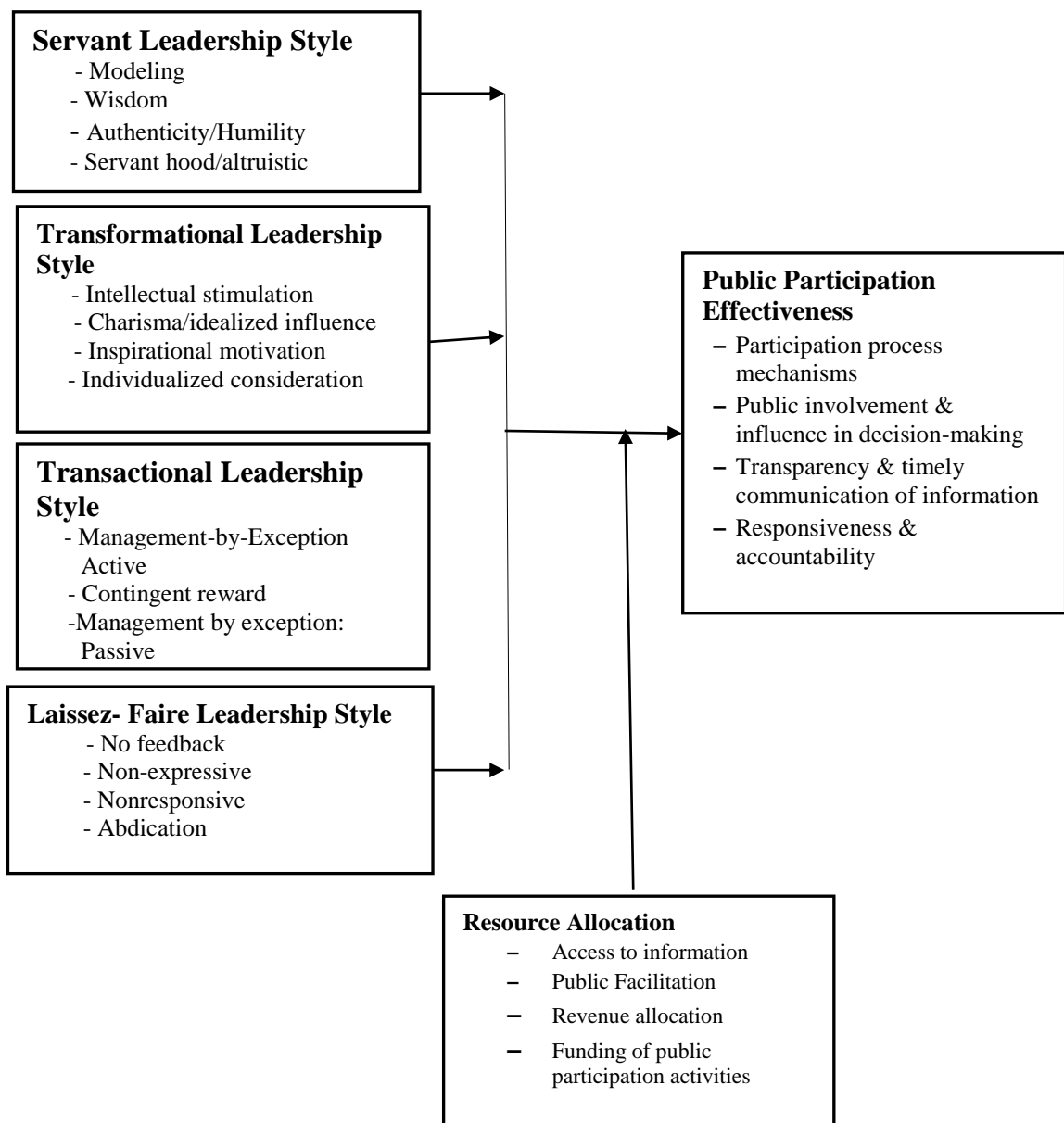
The results of hypothesis testing as indicated in Table 4.33 show that all the five hypothesized relationships were significant. The study results indicate that transformational leadership, transactional leadership, and servant leadership styles had a positive and significant direct relationship with public participation effectiveness whereas laissez-faire leadership style had a negative and significant direct relationship with public participation.

When all the leadership styles were applied jointly, the moderating effect of resource allocation on the relationship between transformational leadership and public participation effectiveness was negative and not significant. Secondly, resource allocation has a negative and significant moderating effect on the relationship between transactional leadership style and public participation. Thirdly, resource allocation has a positive and significant total moderating effect on the relationship between laissez-faire and public participation effectiveness where the direct effect of laissez-faire was not significant. Finally, the moderating effect of resource allocation on the relationship between servant leadership style and public participation effectiveness was positive and significant. Overall, resource allocation had a positive and significant moderating effect on the relationship between leadership styles and public participation. This implies that the relationship between combined leadership styles and public participation effectiveness is stronger at higher values of resource allocation.

Table 4.33: Hypotheses Testing Results

4.12 Revised Conceptual Framework

From the foregoing study findings, the conceptual model was revised by the order of the influence leadership styles had on public participation effectiveness in the county governance in Kenya. The model rearranges the constructs of each variable based on the magnitude of their coefficients of determination with the dependent variable. The modified conceptual framework of the study is illustrated showing that leadership styles dimensions namely transformational leadership, transactional leadership, laissez-faire leadership, and servant leadership had a significant relationship with public participation effectiveness in the county governance in Kenya and that resource allocation moderates the relationship. Figure 4.9 depicts the revised framework.



Independent Variable

Moderator

Dependent Variable

Figure 4.9: Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the major findings of the study, conclusions, recommendations and discusses the implications of the findings of the study, discussion of the findings on each research objective and the logical interpretation emanating from the findings and conclusions. Finally, the chapter heights contributions of the study to knowledge, and makes recommendations for practice and possible areas for further research.

5.2 Summary of the Findings

The purpose of this study was to examine the influence of leadership styles on public participation effectiveness in the county governance in Kenya. The study was guided by the following specific objectives which included to; determine the influence of transformational leadership style on public participation effectiveness in the county governance in Kenya; examine the influence of transactional leadership style on public participation effectiveness in the county governance in Kenya; analyze the influence of *laissez-faire* leadership style on public participation effectiveness in the county governance in Kenya; assess the influence of servant leadership style on public participation effectiveness in the Kenyan county governments; and establish the moderating effect of resource allocation on the relationship between leadership. The specific findings relating to the study objectives are summarized in the following section.

5.2.1 Transformational Leadership Style and Public Participation Effectiveness

The first objective of the study sought to determine the influence of transformational leadership style on public participation effectiveness in the county governance in Kenya. The indicators of transformational leadership styles were inspiration motivation, idealized influence, individualized consideration, and intellectual inspiration. Descriptive and inferential statistics methods were used to arrive at the

results. Most of the respondents agreed that transformational leadership style influenced public participation effectiveness in the county governance in Kenya as depicted in the results. However, the majority of the respondents agreed that the level of transformational leadership style practice in the counties was below average. Leaders had made a good attempt to inspire the followers but were below average on intellectually stimulating, ideally influencing and individually considering their followers.

Results of the correlation analysis showed that there was a statistically significant relationship between transformational leadership style and public participation. Inferential statistics were also used to give findings and deductions. The univariate regression results showed that there is a positive and statistically significant relationship between transformational leadership style and public participation effectiveness in the county governance in Kenya. Results of multivariate regression analysis showed that all the constructs of transformational leadership style individualized consideration, inspiration motivation, idealized influence and intellectual stimulation had a positive and statistically significant relationship with public participation. The null hypothesis was rejected, indicating that there was significant influence of leadership style on public participation.

The study results revealed that transformational leadership style influenced public participation effectiveness in the county governance in Kenya strongly through the dimension of intellectual stimulation and idealized influence, individualized consideration and inspiration motivation had the least influence. The findings were aligned with empirical research presented in the paper which showed that transformational behavior positively influenced outcomes such as organizational performance, follower engagement, staff productivity, innovation, and job satisfaction.

5.2.2 Transactional Leadership Style and Public Participation Effectiveness

The second objective of the study sought to examine the influence of transactional leadership style on public participation effectiveness in the county governance in Kenya. The constructs of transactional leadership styles were contingent reward,

contingent punishment, Management-by-Exception-active, and Management-by-Exception-passive. Analysis of the descriptive results indicated that most of the respondents agreed that transactional leadership style influenced public participation effectiveness in the county governance in Kenya. Majority of the respondents agreed that the practice of transactional leadership style was moderate with passive management-by-exception being the dominant construct of transactional leadership style that is practiced in the counties, implying that leaders in the counties generally believe that there is no need for them to be engaged in monitoring work unless a mistake that cannot be ignored occurs.

The regression results indicated that transactional leadership positively and statistically predicted public participation effectiveness in the county governance in Kenya. The inferential statistics provided enough evidence to justify the rejection of the second null hypothesis implying that there was a statistically significant relationship between transactional leadership style and public participation effectiveness in the county governance in Kenya.

Multivariate regression results analysis disclosed that transactional leadership constructs of active management-by-exception and contingent reward had positive and statistically significant relationship with public participation. Active management-by-exception exerted the highest influence followed by contingent reward. The constructs of passive management-by-exception and contingent punishment had positive but not statistically significant relationships with public participation. The study findings supported much empirical research presented in the paper which showed that transactional leadership style was positively associated with outcomes such as organizational performance and employee engagement while at the same time contradicting research that found negative association with such outcomes.

5.2.3 Laissez-Faire Leadership Style and Public Participation Effectiveness

The third objective sought to analyze the influence of laissez-faire leadership style on public participation effectiveness in the county governance in Kenya. The indicators that were considered for laissez-faire leadership style were abdication, non-responsive, no feedback and non-expressive. Analysis of the descriptive results

showed that the respondents' general perception of the level of *laissez-faire* leadership style practiced in the county governance was moderate. In particular, the majority indicated that the leaders are non-responsive and delay responding to urgent problems in a timely manner.

Analysis of univariate regression results revealed a negative and statistically significant relationship between *laissez-faire* leadership style and public participation effectiveness in the county governance in Kenya. It was found that that a unit increase in *laissez-faire* leadership style practice among the county government leaders will reduce public participation effectiveness by 0.222units implying that *laissez-faire* leadership style is harmful to the public participation processes.

Multivariate regression results of the *laissez-faire* leadership style dimensions showed that not giving feedback to the public had a negative and statistically significant relationship with public participation effectiveness in the county governance in Kenya. Results indicated that the constructs of abdication and non-responsiveness had a negative but not statistically significant relationship with public participation. The construct of non-expressiveness had a negative relationship and not significant relationship with public participation. This shows that the construct of no-feedback was primarily responsible for the negative influence of *laissez-faire* leadership style on public participation. The study findings agreed with empirical research presented in the paper which showed that *laissez-faire* leadership style negatively impacts outcomes such as organizational and employee performance, participation, and communication in the workforce.

5.2.4 Servant Leadership Style and Public Participation Effectiveness

The fourth objective of the study sought to assess the influence of servant leadership style on public participation effectiveness in the county governance in Kenya. The indicators of transactional leadership style considered were altruistic calling, authenticity/humility, modeling, empathy, wisdom, and organizational stewardship. Descriptive and inferential statistics methods were used to arrive at the results. Most of the respondents agreed that servant leadership style influenced public participation effectiveness in the county governance in Kenya. Analysis of the descriptive data

showed that the majority perception was that the level of servant leadership style practiced in the county governments was below average and that the principles of servant leadership were not demonstrated. Majority agreed that the constructs of empathy, wisdom and organizational stewardship were generally higher than altruistic calling in the county governments.

Inferential statistics were also used to give findings and deductions. Correlational and regression results analysis showed a positive and statistically significant relationship between servant leadership style and public participation effectiveness in the county governance in Kenya. Results of multivariate regression analysis showed that the attributes of the servant leadership style used in the current study have a statistically significant relationship with public participation. The servant leadership components of modeling exerted the strongest influence on public participation effectiveness followed by wisdom and then authenticity/humility which were positive and statistically significant. The component of organizational stewardship and empathy had a positive but not significant relationship with public participation effectiveness while servanthood/Altruistic calling showed a negative but not significant relationship. The study findings aligned with empirical research presented in the paper that servant leadership is positively related to empowerment, organizational citizen behavior, participation, and job performance. However, though not significant, the negative relationship between the construct of servanthood/altruistic calling and public participation effectiveness was a contradiction to the empirical literature covered in the study.

5.2.5 The Moderating Effect of Resource Allocation on the Relationship between Leadership Styles and Public Participation Effectiveness

The fifth objective of the study sought to find out the moderating effect of resource allocation on the relationship between leadership styles and public participation effectiveness in the county governance in Kenya. Based on the regression method, resource allocation was interacted with each independent variables and the finding showed that resource allocation positively moderated the relationship between

leadership styles (combined) and public participation effectiveness in the county governance in Kenya.

Analysis of the multiple moderated regression results indicated that the interaction between transformational leadership style and resource allocation was not significant. This implied that resource allocation does not significantly moderate the relationship between transformational leadership and public participation effectiveness in the county governance in Kenya. The interaction between transactional leadership style and resource allocation was negative and significant. This implies that resource allocation had significant moderation effect on the relationship between transactional leadership style and public participation effectiveness whereby the relationship was weaker at higher levels of resource allocation. The regression results indicated that the interaction between laissez-faire leadership style and resource allocation was positive and significant. This implies that resource allocation positively moderates the relationship between laissez-faire leadership style and public participation effectiveness such that the relationship is stronger at higher levels of resource allocation. The study found that the interaction between servant leadership style and resource allocation was positive and significant. This implies that resource allocation had a positive moderating effect on the relationship between servant leadership style and public participation effectiveness in the county governance in Kenya in such a way that the relationship is stronger at higher levels of resource allocation. The positive resource allocation moderating effect on the relationship between laissez-faire and servant leadership styles, and public participation effectiveness is aligned with previous empirical research that found positive moderation effects between these styles and outcomes such as organizational performance and creative behavior.

5.3 Conclusions of the Study

The objective of the study was to establish the influence of leadership styles on public participation effectiveness in the county governance in Kenya. From both the descriptive and inferential statistics, the study results revealed that there was a statistically significant relationship between transformational, transactional, laissez-

faire and servant leadership styles and public participation. The findings further showed that resource allocation had statistically and significantly moderating effect on the relationship between leadership styles and public participation.

Based on the findings, the study concluded that transformational leadership style positively influenced public participation effectiveness in the county governance in Kenya. The study concluded that all the transformational leadership style constructs, namely individualized consideration, inspiration motivation, idealized influence, and intellectual stimulation had a positive influence on public participation. Further, it was concluded that transformational leadership style exerted the strongest influence on public participation effectiveness through the constructs of intellectual stimulation followed by idealized influence, and individualized consideration while the least influential was inspiration motivation. Amongst the study variables, the transformational leadership style was the second-best leadership style that has a positive influence on public participation effectiveness in the county governance in Kenya.

The study deduced that transactional leadership style has a positive influence on public participation effectiveness in the county governance in Kenya. The transactional leadership style construct of active management-by-exception exerted the strongest influence followed by the contingent reward construct. The constructs of passive management by exception and contingent punishment did not have a significant influence on public participation. Amongst the study variables, transactional leadership style was the third-best leadership style that has a positive influence on public participation effectiveness in the county governance in Kenya.

From the findings, it was inferred that the relationship between laissez-faire leadership style and public participation effectiveness was statistically significant and negative. Therefore, the study concluded that the laissez-faire leadership style negatively impacts public participation effectiveness in the county governance in Kenya and should not be used. An increase in laissez-faire leadership style practices inhibits public participation. The study further concluded that laissez-faire leadership style component of not providing feedback to the public was primarily responsible

for the negative influence on public participation. The other components, namely abdication, non-responsiveness, and non-expressiveness had a negative but not significant impact on public participation.

The study concluded that servant leadership style has a positive influence on public participation effectiveness in the county governance in Kenya. Moreover, the strongest construct of servant leadership in influencing public participation effectiveness was the construct of leader modeling, followed by wisdom and leader authenticity/humility. The constructs of altruistic calling, empathy and organizational stewardship did not have a significant influence on public participation. The study concluded that servant leadership was the most effective leadership style that positively influences public participation effectiveness in the county governance in Kenya.

Moreover, the study concluded that resource allocation has a positive moderating effect on the relationship between combined leadership styles and public participation effectiveness in the county governance in Kenya. Further, the relationship between servant leadership and laissez-faire leadership, and public participation effectiveness are stronger at higher levels of resource allocation due the positive moderating effect of resource allocation. On the other hand, the relationship between transactional leadership style and public participation effectiveness is weaker at higher levels of resource allocation due to the negative moderating effect of resource allocation. Resource allocation does not have a significant moderating effect on the relationship between transformational leadership style and public participation. Finally, it was concluded that the combined effect of leadership styles creates synergistic effects that result in a higher positive influence on public participation effectiveness in the county governance in Kenya.

5.4 Recommendations of the Study

Good and inclusive governance is imperative for countries striving to achieve social and economic targets. To realize these purposes, countries promote effective public participation as a governance approach that delivers decisions that are transparent, accountable, responsive, participatory, and inclusive of interested stakeholders. The

Kenyan constitution mandates leaders in the county governments to facilitate and enhance public participation effectiveness which requires leaders to exercise appropriate leadership styles that enhance effective public participation. The study recommendations are in line with the objectives, findings, and conclusions of the study.

5.4.1 Recommendations for Leaders in the County Governments

The study results showed that a combination of transformational, transactional, and servant leadership styles was more effective in predicting public participation effectiveness in county governance than any single style alone. The study also noted that the negative effect of *laissez-faire* leadership style becomes insignificant when a combination of these leadership styles is present. Therefore, the study recommends that county leaders should adopt a combination of transformational, transactional, and servant leadership styles to promote effective public participation. Accordingly, county leaders should take a self-evaluation of their leadership styles to identify their current leadership style and decide how they want to change to achieve effective public participation.

The study established that servant leadership style was, on its own, the most effective style to enhance effective public participation effectiveness in the county governance in Kenya. However, the level of servant leadership style practices in the county governments was rated as below average. It is recommended that should county leaders opt not to use a combination of styles, then they should apply more servant leadership style practices, prioritizing the modeling constructs that exert the strongest positive effect for effective public participation. The leaders should try to convert the followers into servant leaders themselves by setting good personal examples through behaviors such as role modelling, mentoring, and empowering. They should enhance and demonstrate wisdom by meshing applied knowledge and informed experience to make both optimal and altruistic choices and gather awareness of surroundings and anticipation of consequences while remaining humble and authentic.

The study revealed transformational leadership style as also one of the desirable styles for enhancing public participation effectiveness in the county governments. The current general perception of transformational leadership style practices in the counties falls below average. It is recommended that if leaders in the county governments do not practice a combination of styles or servant leadership, then they should endeavour to practice transformative leadership style to promote effective public participation. In such a case, leaders should focus on transformational leadership style constructs that have more impact on public participation, starting with intellectual stimulation which is necessary for creativity, and idealized influence where the leaders create trust and respect so that the followers can emulate and internalize the leader's values and beliefs.

Though not as effective as a combination of styles, servant or transformational, transactional leadership style was also found to enhance effective public participation in the county governance in Kenya. Leaders can apply constructs that relate positively with public participation effectiveness namely contingent reward where the leader clearly communicates the goals, objectives, and targets of a task to be accomplished, and a predetermined reward is offered to followers on the accomplishment of that task. The next effective construct of transactional leadership style is active management-by-exception where the leader monitors deviance from standards and takes actions when necessary. It is recommended that leaders should create enough awareness of scenarios that would call for the deployment of transactional leadership behaviours as well as its shortfalls, especially where long-term change is intended. For instance, if the county intends to run a public participation exercise within a short period of time, a transactional leadership style can be effective.

Laissez-faire leadership style inhibits public participation, and the study recommends that leaders should avoid *laissez-faire* leadership style. To reduce the tendencies of a *laissez-faire* leadership style, leaders should give effective and honest feedback, express themselves and be present in their leadership roles by being involved and offering directions and guidance at work.

The results revealed that, regardless of the nature of the leadership style exemplified by the leaders, resource allocation had a moderating effect on the relationship between the combined leadership styles and public participation. Its moderating effect impacts different styles in different directions and strengths. It is recommended that county leaders should familiarize themselves with the moderation effect concept and ensure that optimal resources are allocated for public participation. Leaders should avoid a situation where the resources allocated reduce the effectiveness of their leadership style to enhance public participation.

5.4.2 Recommendations for Policy

The Constitution of Kenya aspires that the public should be involved in effective public participation in decisions that affect their affairs. The study findings indicate that public participation effectiveness remains below the average level in county governance and that leadership styles have an impact on public participation, some positive while others negative. Furthermore, the relationship between leadership styles and public participation effectiveness is moderated by the level of resources allocated for public participation purposes.

The study recommends that the ministry in charge of devolution should work with the county governments to develop a policy on mandatory leadership training for county leaders to attend upon assumption of office, and with regular refresher trainings. Such training should include leadership style assessment so that leaders become aware of their dominant leadership style and its impact on followers and county performance, including public participation.

Secondly, model profiles of the various leadership positions in the county governments should be developed and referenced to various leadership style expectations and outcomes. The policy should include surveys to assess the citizens' perceptions of leadership styles exemplified by the county leaders and help in designing appropriate leadership development pathways.

Thirdly, citizen's civic education should include enlightenment on leadership styles and their impact on performance outcomes such as public participation. This will

build citizens' capacity to make informed choices when choosing their leaders. They will also participate more effectively in leadership styles surveys.

Lastly, a policy should be adopted setting clear guidelines on how much should be allocated for public participation in the county governments. Since it was demonstrated that there are styles that interact positively while others interact negatively with resource allocation, it is recommended that counties develop appropriate models that consider the interactive effects between leadership styles and resource levels to achieve an optimal balance between leadership styles and the resources allocated for public participation.

5.5 Contribution of the Study to Theory and Existing Knowledge

The current study makes a significant contribution to the body knowledge on leadership and governance in the county governments in Kenya. The study successfully tested hypotheses related to the original conceptual framework and based on research findings, an optimal conceptual framework was developed. Further, the study demonstrated how each leadership style impacts public participation. Hence, the study contributes to the body of literature and provides a framework for understanding how leadership styles predict public participation. The framework can be used to study other leadership styles that were out of scope in the current study.

The study provided empirical evidence linking leadership styles and public participation effectiveness in the county governance in Kenya. This will also be applicable in related studies on leadership styles and other performance outcomes. This is the first study to investigate the moderating effect of resource allocation on public participation. The findings and the analysis in the study contribute to theory-building on the interactive effect of contextual factors affecting leadership styles and outcomes. Research acknowledges that interactive effects are difficult to detect. Therefore, this paper is valuable as it was methodically demonstrated moderation effect.

The study empirically showed servant leadership is the best value-based model in the public sector since leaders in public organizations ought to have stronger intentions

to serve the people. Governments exist to address public needs, and good governance ensures those needs are met efficiently and fairly with accountability and transparency. This is even more critical for county/local governments where resources are allocated from the national government and therefore likely to be misused. Despite the enormous popularity of servant leadership in the modern age, there is limited research that has examined the prevalence of servant leadership in the public sector and how its constructs weave their effects. The current study has a significant contribution in filling this gap.

Finally, the study made various contributions to theory building. The study successfully applied behavioral theory, the Full Range Leadership theory, servant leaderships, contingency leadership, and participatory democratic theories. These theories grounded the study to develop a conceptual framework for underpinning future research work on the relationship between leadership styles and public participation effectiveness in the county governance in Kenya. The empirical evidence in the study supports these theories. Additionally, the study extends the application of these theories and deepens their understanding in the context of the relationship between leadership styles and public participation effectiveness in the county governance in Kenya.

5.6 Areas of Further Research

The study investigated the relationship between leadership styles and public participation effectiveness in the county governance in Kenya, specifically focusing on independent variables transformational leadership style, transactional leadership style, laissez-faire leadership style and servant leadership style with resource allocation as a moderator. These variables did not explain all the variance in public participation, meaning that there were other factors beyond the scope of the study that impacted the relationship. Thus, there is a need for further research capturing other leadership and other factors impacting the relationship.

The current study focused on county governments and therefore further research can extend on how leadership styles affect public participation effectiveness in other levels of government such as the national government and other public sector entities.

Similar future studies should investigate the impact of leadership styles on public participation effectiveness on specific projects undertaken by governments or the private sector.

Whereas there is a general agreement in research on the components and measuring instruments for transformational, transactional and laissez-faire leadership styles, this is not the case for servant leadership style. Literature presents different sets of servant leadership style components and definitions from which different sets of measuring instruments are derived. This leaves room for further research using measures of servant leadership style different from those used in the current study.

The study found a negative but not significant relationship between the altruistic calling component of servant leadership and public participation. Likewise, the study found a negative but not significant relationship between civic education and public participation. Although these were not significant relationships, they contradicted the theory and should therefore be subjected to further research.

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APPENDICES

Appendix I: Constitutional and Legal Provisions for Public Participation

Article 1(2) of the Constitution of Kenya, 2010	All sovereign power belongs to the people of Kenya. The people may exercise their sovereignty directly or through their elected representatives.
Article 10 (2) a, b and c	The national values and principles of governance include; democracy and participation of the people; inclusiveness; good governance, integrity, transparency and accountability.
Article 27	The Constitution guarantees equality and non-discrimination. Hence, public participation should ensure equality and non-discrimination.
Article 33	Public participation should respect the freedom of expression of all participants.
Article 35	The Constitution guarantees the right to access information by citizens
Article 174(c)	Objects of devolution are; to give powers of self-governance to the people and enhance their participation in the exercise of such powers in decision making.
Article 174(d)	Communities have the right to manage their own affairs and to further their development.
Article 184(1)	National legislation shall provide for the governance and management of urban areas and cities and shall provide for the participation of residents in the governance of urban areas and cities.
Article 232(1)(d)	The values and principles of public service include the involvement of the people in the process of policy making and (f) transparency and provision to the public of timely and accurate information.
Fourth Schedule Part 2(14)	The functions and powers of the county are to coordinate and ensure the participation of communities in governance. Counties are also to assist communities to develop the administrative capacity to enhance their exercise of power and participation in governance at the local level.
The Public Finance Management Act Section 207	County Governments are to establish structures, mechanisms and guidelines for citizen participation.
County Government Act Section 91	The county government shall facilitate the establishment of modalities, and platforms for citizen participation.
The County Government Act Sections 94, 95,96	Counties are to establish mechanisms to facilitate public communication and access to information using media with the widest public outreach. Every county shall designate an office for ensuring access to information
County Government Act Sections 100 and 101	County governments should create an institutional framework for civic education.
Urban areas Act Sections 21 and 22	Overarching theme is participation by the residents in the governance of urban areas and cities. The Second Schedule of the Act provides for the rights of, and participation by residents in affairs of their city or urban areas.
Public Procurement and Disposal Act 2015 Section 68(3), 125(5), 138, and 179	Emphasis on transparency of the procurement process including requirements for procuring entities to publicly avail procurement records after closure of proceedings, publicise notice of intention to enter into contract on websites and public notice boards and publish and publicise all contract awards.

Source: Ministry of Devolution and Planning & Council of Governors, (2016).

Appendix II: Number of Registered Voters per County

Source: IEBC (2017)

Appendix III: Counties in the Republic of Kenya



Source: IEBC (2017)

Appendix IV: Eight Regions in the Republic of Kenya



Source: IEBC (2017)

There are two levels of government created on equal basis by the 2010 Constitution. These are the 47 Counties with clearly defined geographical boundaries and a National government. The two governments and institutions established under them are required by the Constitution to ensure participation by citizens in their affairs. The county governments have been given constitutional authority to make and enforce local legislation. Citizens' equal access to available resources at either level of government is guaranteed in the Constitution.

Appendix V: JKUAT Letter of Introduction



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**

**NAIROBI CBD CAMPUS
Department of Entrepreneurship and Procurement**

P.O. Box 62000
NAIROBI - 00200
KENYA

TEL: 020-224306
Email: conferences@jkuat.ac.ke

Date: 9th April, 2019

Ref:JKU/6/3/17a

To Whom It May Concern;

SUBJECT: PAUL KARANJA NJIIRI – HD419-C004-4418/15

This is to introduce to you Mr. Paul Karanja Njiiri who is a student pursuing Doctor of Philosophy in Governance and Leadership at Jomo Kenyatta University of Agriculture and Technology, Nairobi CBD Campus. The student is currently undertaking research project entitled: "Influence of Leadership Styles on Public Participation in the County Governments in Kenya" in partial fulfillment of the requirement for the degree program.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable him obtain necessary data for the project. Please note that the information given is purely for academic purpose and will be treated with strict confidence.

Yours faithfully,

Dr. M. Kamaara (Ph.D)

ASSOCIATE CHAIRPERSON, EPD

Associate Chairman
NAIROBI CBD CAMPUS

Setting Trends in Higher Education, Research and Innovation

Appendix VI: Board of Post Graduate Studies (BPS) Research Topic Approval



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY
DIRECTOR, BOARD
OF POSTGRADUATE STUDIES**

P.O. BOX 62000
NAIROBI-00200
KENYA
Email: director@bos.jkuat.ac.ke

TEL: 254-67-587000/1-5

REF: JKU/2/11/HD419-C004-4418/2015

10TH DECEMBER, 2019

PAUL KARANJA NJIIRI
C/o NCBD
JKUAT

Dear Mr. Karanja,

RE: APPROVAL OF RESEARCH PROPOSAL AND APPOINTMENT OF SUPERVISORS

Kindly note that your PhD. research proposal entitled: "INFLUENCE OF LEADERSHIP STYLES ON PUBLIC PARTICIPATION IN THE COUNTY GOVERNMENTS IN KENYA." has been approved. The following are your approved supervisors:-

1. Dr. Susan Were
2. Prof. Willy Muturi

Yours sincerely,


PROF. MATHEW KINYANJUI
DIRECTOR, BOARD OF POSTGRADUATE STUDIES

Copy to: Dean, SEPM

/cm



JKUAT is ISO 9001:2015 and ISO 14001:2015 Certified
Setting Trends in Higher Education, Research, Innovation and Entrepreneurship



Appendix VII: Letter of Authorization from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref No **NACOSTI/P/19/80489/29927**

Date: **22nd May 2019**

Paul Karanja Njiiri
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of leadership styles on public participation in the County Governments in Kenya.”* I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **22nd May, 2020.**

You are advised to report to the **County Commissioners, and the County Directors of Education, selected Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

Appendix VIII: Authorization Permit from NACOSTI

THIS IS TO CERTIFY THAT:
MR. PAUL KARANJA NJIRI
of JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY,
59797-200 NAIROBI, has been permitted
to conduct research in Bungoma , Isiolo
, Kajiado , Kiambu , Kilifi , Kisumu ,
Machakos , Makueni , Meru , Muranga
, Nairobi, Uasin-Gishu Counties

Permit No : NACOSTI/P/19/80489/29927
Date Of Issue : 22nd May,2019
Fee Received :Ksh 2000

on the topic: INFLUENCE OF
LEADERSHIP STYLES ON PUBLIC
PARTICIPATION IN THE COUNTY
GOVERNMENTS IN KENYA

for the period ending:
22nd May,2020

Applicant's
Signature



Director General
National Commission for Science,
Technology & Innovation



Appendix IX: Questionnaire and Respondents Informed Consent

Influence of Leadership Styles on Public Participation Effectiveness in the County Governance in Kenya

Date: 6th June, 2019

Dear Sir/Madam,

RE: Academic Research Data Collection

I am a postgraduate student currently pursuing a Ph. D in Governance and Leadership at Jomo Kenyatta University of Agriculture and Technology. I am collecting data for my thesis titled “**Influence of Leadership Styles on Public Participation Effectiveness in the County Governance in Kenya**” and I will be very pleased if you could take 30 minutes to fill this questionnaire honestly, exhaustively and to the best of your knowledge.

Any information that you provide will be used purely for academic purposes and will be treated with strict CONFIDENTIALITY at all stages. Your participation in this study is very important to us. You may however choose not to participate, and you may also withdraw from the study at any time without any negative consequences. I hope you find completing this questionnaire enjoyable and I sincerely thank you for taking time to respond.

Kind regards



Paul Karanja Njiiri

Tel. 0702245860

Email: pnjiiri3@gmail.com

N.B. Please complete the questionnaire on if you are a registered voter and have participated in the public participation forums in your county.

Confirmation: Yes, I am a registered voter in my County (Please tick [√]):

Yes..... / No.....

Confirmation: Yes. I have attended public participation in my County (Please tick [√]):

Yes..... / No.....

SECTION A: Demographic Information (use √ to indicate your response)

Gender

Age Category

SECTION B: LEADERSHIP STYLE

This section seeks to evaluate leadership style based on leadership behavior.

Scale	1 = Not at all	2 = To a little extent	3 = To a moderate extent	4 = To a great extent	5 = To a very great extent
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N.B. The term ‘Leader’ in this questionnaire refers to the Governor in your county.

Transformational Leadership Style

This is a leadership style whereby leaders and their followers get involved in a two-way process of building each other to higher levels of ethics and motivation.

In what other ways does Transformational Leadership influence public participation effectiveness in your county?

.....
.....

Transactional Leadership Style

This is a leadership style where there is an exchange dynamic between leaders and followers whereby the leader sets goals, monitors performance, and identifies payments that come with accomplishment of the goals.

In what other ways does Transactional Leadership influence public participation effectiveness in your county?

.....

.....

Laissez-Faire Leadership Style

Simply, this is a case where leadership is absent, intervention avoided or both.

In what ways does Laissez-Faire Leadership influence public participation effectiveness in your county?

.....

.....

Servant Leadership Style

This is a leadership style where the leader’s first priority is to serve others and then lead as a means of giving services to people and institutions.

In what other ways does Servant Leadership influence public participation effectiveness in your county?

.....

.....

SECTION C: RESOURCE ALLOCATION

Refers to the level of human and financial resources that the county allocates to a department or program.

In what other ways does resource allocation affect the relationship between leadership style of the County Government leaders and public participation effectiveness in your county?

.....

.....

SECTION D: PUBLIC PARTICIPATION EFFECTIVENESS IN THE COUNTY

This is a mutual interactive process where the Citizens engage with County governments to influence decision making, law making, policy, delivery of service and oversight matters of development that affect the citizens in the county.

S/No.	Please tick [√] the response that closely reflects the extent of each statement regarding public participation.	Not at all	To a little extent	To a moderate extent	To a great extent	To a very great extent'
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What suggestions would you give to your county government leaders to improve public participation?

.....

.....

Please provide any other information, deemed important for this study

.....

Any other Comment relevant to leadership style or public participation effectiveness in your county:

.....

.....

...