LEADERSHIP STRATEGIES AND PERFORMANCE OF NAIROBI CITY COUNTY GOVERNMENT, KENYA

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ABSTRACT

Functional devolved governments are expected to bring services closer to the people and espouse the prerequisites for an economy that attracts and retains local and foreign investments. The performance of county governments in Kenya is faced with many challenges. The general objective of the study was to examine the influence of leadership strategies on performance of Nairobi city county government, Kenya. Specifically, the study sought to assess the influence of transformational leadership on performance of Nairobi city county government, Kenya and to determine the influence of delegative leadership on performance of Nairobi city county government, Kenya. The study adopted descriptive research design. The study was conducted in Nairobi county government Kenya. The unit of analysis was the Nairobi county government while the unit of observation was the 85 elected and 38 nominated Members of the County Assembly (MCA's), the governor and the deputy governor. The study therefore targeted 122 respondents. In this study, due to the small size of the study population, the census method was used. The data collection instrument generated both qualitative and quantitative data. The study used both descriptive and inferential statistics for data analysis with the aid of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as mean, standard deviation, frequency and percentages was used in this study. In relation to inferential statistics, the study used correlation analysis. This was used to establish the relationship between the independent and the dependent variables. Data was then presented in a tables and figures. The study concludes that transformational leadership has a performance of Nairobi city county government, Kenya. In addition, the study concludes that delegative leadership has a positive and significant effect on performance of Nairobi city county government, Kenya. Based on the findings, the study recommends that the management of county government in Kenya should prioritize the development of a robust mentorship program for emerging leaders. By pairing experienced leaders with young professionals, the program can facilitate knowledge transfer, foster innovation, and cultivate a culture of collaboration.

Key Words: Leadership Strategies, Transformational Leadership, Delegative Leadership, Performance of Nairobi City County Government, Kenya.

Background of the Study

Leadership strategies refer to the intentional plans, actions, and approaches that leaders employ to guide and influence individuals or groups toward the achievement of common goals and objectives (Abdi, *et al,* 2021). These strategies encompass a wide range of behaviors, skills, and principles that effective leaders use to inspire, motivate, and empower their teams (Abass, Munga, & Were, 2020). Leadership at strategic level gives followers an opportunity to interact with leaders to pursue what is known as goals of the organization. The strategies and moments at strategic change are well defined by leaders at strategic level so that targeted strategies are put to action so that to get the strategic change (Daft, 2021). Therefore, strategic leadership is required to harness and deploy requisite organizational capabilities that allow entities to ensure successful performance (Thompson, Strickland & Gamble, 2020). Leadership strategies measurements are derived from Conger (2018) who suggested such indicators like strategic orientation, competencies, strategic values and strategic direction. Hitt (2018) argued that for strategic leadership to enhance overall performance it requires a strategic orientation and ability to provide a strategic direction for organization stakeholders. Jassmy and Bhaya (2019) stress the importance of strategic direction in achieving superior performance noting that it enables to embed strategies aimed at responding to consumer needs while keeping at pace with the competition. Kirimi and Minja (2020) stress that strategic leaders influence others through actions and ensure the employees understand and observe the corporate governance and ethical codes. Therefore, the direction that a firm takes in its performance would be an indication of the kind of leadership exhibited by the leadership. Carter and Greer (2019) argue that strategic leaders will always strive to meet the bottom line of the organization which translates into better performance. Strategic leaders would thus endeavour to foster strategic direction and share it with other stakeholders for collective efforts to achieve set goals.

Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components. The purpose of development is a rise in the level and quality of life of the population, and the creation or expansion of local regional income and employment opportunities, without damaging the resources of the environment (Gorodnichenko, & Roland, 2022). Development is visible and useful, not necessarily immediately, and includes an aspect of quality change and the creation of conditions for a continuation of that change. The international agenda began to focus on development beginning in the second half of the twentieth century. An understanding developed that economic growth did not necessarily lead to a rise in the level and quality of life for populations all over the world; there was a need to place an emphasis on specific policies that would channel resources and enable social and economic mobility for various layers of the population (Sen, 2018).

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity (Spolaore, & Wacziarg, 2018). The 17 SDGs are integrated they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability. Countries have committed to prioritize progress for those who're furthest behind. The SDGs are designed to end poverty, hunger, AIDS, and discrimination against women and girls. The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context (Hirschman, 2019).

Cultural practice is the manifestation of a culture or sub-culture, especially in regard to the traditional and customary practices of a particular ethnic or other cultural groups. The Law on Advancement of Culture is based on the cultural dynamics that are found in the community every day, from the most traditional culture to the most contemporary one, from the one that is

on the brink of extinction to the one that continues to develop. Harmful cultural practices like child marriage and female genital mutilation (FGM) are discriminatory practices committed regularly over such long periods of time that societies begin to consider them acceptable (Gorodnichenko, & Roland, 2019). Around the world, hundreds of millions of girls and boys have experienced some form of violence, exploitation or harmful practice, although girls are at much greater risk. Child marriage and FGM span continents and cultures, yet in every society in which they occur reflect values that hold girls in low esteem. The Sustainable Development Goals call for the elimination of all harmful practices to advance the rights of women and girls globally. UNICEF seeks to ensure that every child is protected from violence and exploitation, including harmful practices, in both humanitarian and development settings (Spolaore, & Wacziarg, 2020). This study therefore sought to examine the influence of leadership strategies on performance of Nairobi city county government, Kenya.

In China, Gallagher (2021) opines leader's encounters, qualities, and characters significantly impact their translations of the circumstances they face, and, thus, influence their decisions. These decisions, thus, impact execution in their capacity. As the roles of key leaders keep on extending, thoughtfulness regarding the performance ramifications of these progressions is justified. There is requirement for more prominent comprehension of the variables that decide the presentation of key leaders in form of strategy utilizing proportions of effectiveness past execution of financials alone.

South Africa's complex decentralization design is claimed to overburden local governments. It has become one of the main factors in the failure to improve essential local services (Koelble & Siddle 2019). The Zimbabwean experience also shows a lack of expertise in planning and management, accompanied by political problems, hindered decentralization (Conyers 2021). A similar story comes from Tanzania, where poor capabilities among local government staff to create a comprehensive development plan has hindered the effectiveness of decentralization (Frumence et al. 2022).

In 2010, Kenya launched a series of reforms to decentralize the state's administrative apparatus (Cheeseman, Lynch & Willis 2016). These statutes created 47 sub-national governments responsible for managing public services through partnerships with civil society; changes that aimed to streamline development, deepen democracy, and secure political stability (Munyoki, 2017). Devolved units under the framework of law of autonomies and decentralization exist to achieve the goal of "the effective participation of citizens in decision making, the deepening of democracy, the satisfaction of collective necessities, and the integral socioeconomic development of the Country. Article 6 of the COK, 2010 divides Kenya into forty-seven (47) counties and requires state organs to ensure reasonable access to their services in all parts of the Republic. At the same time Article 184 provides for urban areas and cities as units of decentralization under the counties. Moreover, Article 176(2) requires county governments to decentralize their functions and the provision of services to the extent that is efficient and practicable. Furthermore, Part VI of the County Government Act, 2012 requires that the functions and services of the county government should be decentralized along the units specified in the Act. The counties are administratively devolved further into sub-counties, wards and village units (Barasa, Manyara, Molyneux, & Tsofa, 2017).

Statement of the Problem

The county government of Nairobi plays a crucial role in Kenya's overall governance and development framework. As the capital city, Nairobi is the nation's political, economic, and cultural hub, contributing significantly to the country's GDP and serving as a center for trade and investment. Its effective governance is essential not only for local development but also for national stability and growth. The county is responsible for critical services such as health,

education, infrastructure, and public safety, making its performance vital for the well-being of millions of residents.

However, the Nairobi city county government faces numerous challenges that hinder its effectiveness. Issues such as corruption, bureaucratic inefficiencies, and inadequate public service delivery have been persistent problems. For instance, a recent audit revealed that over 40% of public funds allocated for various projects were mismanaged or unaccounted for, leading to delays in essential services. Additionally, a survey indicated that only 30% of residents were satisfied with the quality of public services, highlighting a significant gap between expectations and reality. These challenges underscore the urgent need for improved leadership strategies to enhance governance and service delivery. A significant issue is Nairobi's low budget absorption rate, which stood at just 8.1% for development projects in 2023. This is among the lowest in Kenya, indicating a lack of effective implementation of development plans. For instance, during this period, the county spent more on recurrent expenditures like travel, fuel, and allowances, leaving very little for actual development projects.

Leadership strategies play a critical role in shaping the performance of county governments. Effective leaders can inspire and mobilize teams, foster a culture of accountability, and implement innovative solutions to complex problems. Research indicates that counties with strong leadership frameworks experience higher levels of employee engagement and public satisfaction, leading to improved service delivery outcomes. In Nairobi, adopting robust leadership strategies could address existing inefficiencies, enhance stakeholder collaboration, and ultimately drive the county's performance, ensuring that it meets the needs of its citizens effectively.

Objectives of the Study

General Objective

The general objective of the study was to examine the influence of leadership strategies on performance of Nairobi city county government, Kenya.

Specific Objectives

i. To assess the influence of transformational leadership on performance of Nairobi city county government, Kenya.
ii. To determine the influence of delegative leadership on performance of Nairobi city county government, Kenya.

Theoretical Framework

Strategic Leadership Theory

Strategic Leadership Theory developed by Frederick Taylor (1909) emphasizes the role of leaders in navigating organizations through complex, dynamic environments. It focuses on the interplay between strategic vision, decision-making, and the ability to adapt to changes. At its core, this theory posits that effective leaders not only set long-term goals but also create an environment that fosters innovation and responsiveness. They are tasked with aligning organizational resources and capabilities with external opportunities and threats, ensuring that the organization remains competitive (Emetrude, Boston & Saundra, 2023).

A key aspect of Strategic Leadership Theory is the emphasis on strategic thinking. Leaders are encouraged to adopt a forward-looking perspective, anticipating trends and potential
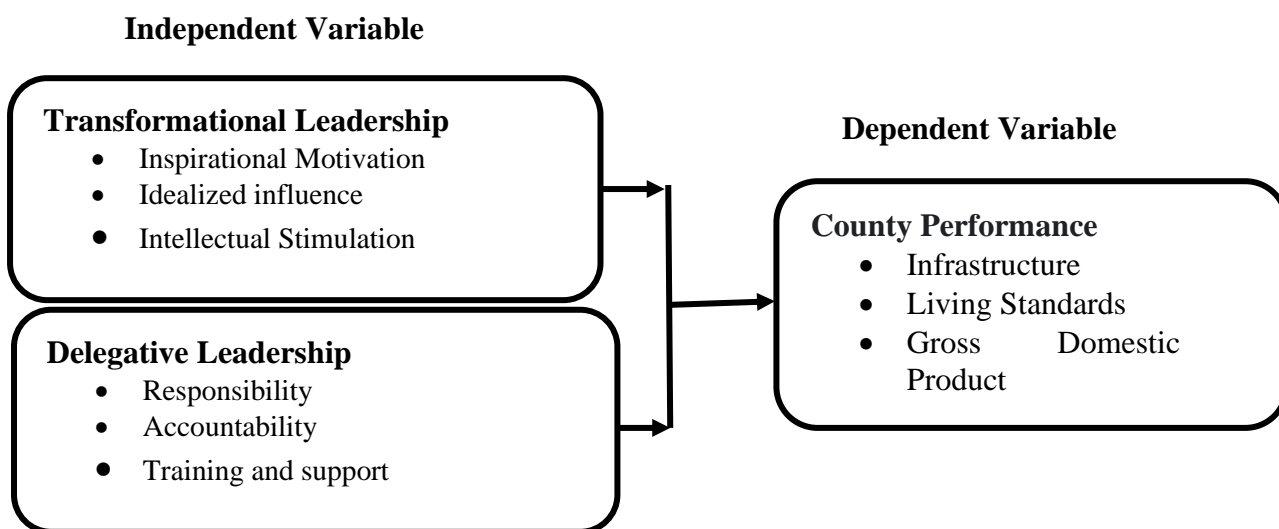
disruptions. This requires a deep understanding of both the internal and external environments, enabling leaders to make informed decisions that align with the organization's vision (Martin & Pielsticker, 2022). Additionally, strategic leaders must cultivate a culture of collaboration and communication, empowering team members to contribute ideas and insights that can enhance strategic initiatives. Another important component is the focus on stakeholder relationships. Strategic leaders must engage with various stakeholders—including employees, customers, investors, and the broader community—to understand their needs and expectations. This engagement not only aids in building trust but also provides valuable information that can inform strategic choices. By fostering strong relationships, leaders can create a more resilient organization that is better equipped to navigate challenges (Lazar, 2023). This theory was relevant in assessing the influence of transformational leadership on performance of Nairobi city county government, Kenya.

Contingency Theory

Contingency Theory developed by Austrian psychologist, Professor Fred Fiedler in the 1960s is a management framework that suggests there is no universal approach to organizing and managing organizations. Instead, the optimal organizational structure and management practices depend on various factors, including the organization's environment, strategy, technology, and size. Developed in the 1960s by scholars such as Joan Woodward and Tom Burns, Contingency Theory posits that different situations require different organizational responses, and there is no one-size-fits-all solution to management problems (Montero, 2023). Contingency Theory emphasizes the importance of matching organizational practices with the demands of the external environment. It suggests that effective organizations adapt their structures, processes, and resource allocation mechanisms to fit the unique contingencies they face. This theory recognizes that what works in one situation may not work in another and encourages managers to analyze and understand the specific contingencies affecting their organization (Alharbi, 2021). This theory was relevant in determining the influence of delegative leadership on performance of Nairobi city county government, Kenya.

Conceptual Framework

Conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Myers, 2013). Figure 2.1 shows the conceptual framework which was used in this study and depicts the interrelationship between the study variables.

Independent Variable

Dependent Variable

Transformational Leadership
- Inspirational Motivation
- Idealized influence
- Intellectual Stimulation

County Performance
- Infrastructure
- Living Standards
- Gross Domestic Product

Delegative Leadership
- Responsibility
- Accountability
- Training and support

Independent Variables   Dependent Variable
Figure 2. 1: Conceptual Framework

Transformational Leadership

Transformational leadership is a leadership style that focuses on inspiring and motivating followers to achieve their fullest potential and exceed their own self-interests for the sake of the organization or a greater cause (Lazar, 2023). Inspirational motivation is a key component of transformational leadership that involves the ability of a leader to articulate a compelling vision and inspire followers to strive toward it. Leaders who practice inspirational motivation use passionate communication to foster a sense of purpose and enthusiasm among their team members. By setting high expectations and providing a clear direction, they encourage individuals to rise to challenges and take ownership of their roles. This aspect not only boosts morale but also cultivates a shared sense of commitment to the organization's goals. As a result, team members feel more engaged and motivated, often going beyond their individual interests to contribute to a collective vision (ElKordy, 2022).

Idealized influence refers to the ability of transformational leaders to serve as role models who embody the values and ethical standards they promote. These leaders gain the trust and respect of their followers through their integrity, authenticity, and commitment to the organization's mission. By demonstrating behaviors that align with the values they espouse, they create a strong sense of admiration and loyalty among their team members. This influence fosters a culture of accountability and encourages employees to emulate the leader's positive traits. As followers internalize these values, they are more likely to engage in behaviors that benefit both the team and the organization, resulting in a more cohesive and motivated workforce (Farrah & Male, 2023).

Intellectual stimulation is a critical aspect of transformational leadership that encourages creativity, innovation, and critical thinking among team members. Leaders who promote intellectual stimulation challenge their followers to question assumptions, explore new ideas, and solve problems collaboratively. By creating an environment where individuals feel safe to express their thoughts and take risks, these leaders foster a culture of continuous learning and improvement. This approach not only enhances problem-solving capabilities but also empowers employees to take initiative and contribute their unique perspectives. As a result, organizations benefit from diverse ideas and solutions, ultimately driving progress and adaptability in an ever-changing landscape (Emetrude, Boston & Saundra, 2023).

Delegative Leadership

Delegative leadership, also known as laissez-faire leadership, is a style where leaders delegate significant decision-making authority and responsibilities to their team members. In this approach, leaders provide guidance and support but allow team members to take the initiative in their work (Montero, 2023). Responsibility in a leadership context refers to the duty of leaders to ensure that tasks and objectives are met effectively. Leaders are expected to clearly define roles and expectations for their team members, creating an environment where individuals understand their specific contributions to the overall goals. This sense of responsibility fosters a culture of ownership, where team members feel empowered to take initiative and are motivated to perform at their best. When leaders model responsibility, they set a standard for accountability and reliability within the team, encouraging everyone to take their roles seriously and contribute positively to collective outcomes (Alharbi, 2021).

Accountability is the obligation of individuals to report on their performance and outcomes in a transparent manner. In effective leadership, accountability mechanisms are crucial for fostering trust and ensuring that team members are held responsible for their actions. Leaders who promote accountability create a culture where mistakes are acknowledged openly, and learning is prioritized over blame. This not only enhances individual performance but also strengthens team dynamics. When team members know they are accountable for their work, they are more likely to stay engaged and committed, ultimately driving better results for the organization (Imam & Amalia, 2023).

Training and support are essential components of effective leadership, ensuring that team members have the skills and resources they need to succeed. Leaders play a crucial role in identifying training needs and providing opportunities for professional development. By investing in their team's growth, leaders demonstrate a commitment to their success and well-being. Support can also take the form of mentorship, coaching, and providing constructive feedback, which helps individuals navigate challenges and improve their performance. When team members feel supported, they are more likely to take risks, innovate, and contribute positively to the organization's goals, leading to a more dynamic and resilient workforce (Jamaluddin *et al*, 2023).

Empirical Review

Transformational Leadership and Organization Performance

Emetrude, Boston and Saundra (2023) carried out research on Global Perspective of Transformational Leadership and Organizational Development. The researchers examined these issues and ideologies using a metacognitive lens to further the research on global transformational and organizational leadership programs of study in higher education. Their findings showed that considering global transformational leadership, it is essential to examine some of the main ideologies to conclude, they argued that in reviewing existing literature, leadership as well as digital media on globalization, leadership, and the impact of change, it is possible to formulate a frame of the effect of globalization on the entire nation.

Lazar (2023) Researched on Transformational Leadership in an Era of Globalization. In addition to a review of the methodology, the study used questionnaires, surveys and interviews. The study found that the relationship between school level and transformational leadership characteristics was statistically significant. The study concluded that there is significant relationship between school level and transformational leadership characteristics.

Farrah and Male (2023) researched on Transformational Leadership and Globalization: Attitudes of School Principals in Kuwait. The study explores the attitudes of a sample of school principals in a Kuwaiti local authority towards the need for transformational leadership, the use of its behaviors, whether these school leaders are ready to behave in diverse ways or whether there are barriers that prevent them from acting in such a manner. The findings of this study demonstrate that the participants agreed on the need for transformational leadership and had positive attitudes towards its behaviors. The study concluded that although the participants identified some barriers to the application of this leadership style, the results indicated that the participants were generally ready to promote transformational leadership behaviors.

Delegative Leadership and Organization Performance

Montero (2023) carried out research on the Delegative Dilemmas and Horizontal Logics. A cross-regional/cross-national comparison of several subnational units in Spain and Brazil was carried out. The study found that subnational governments have become more active in spurring industrial in- vestment and higher productivity, and enhancing access to technological innovation. The study concluded that subnational industrial policy is implemented and maintained where incumbents delegate and policy-making agencies are symmetrically integrated.

Alharbi (2021) conducted a case study on delegative leadership: a literature review paper. The study used cross examination of past researches. The study found that delegative leadership is crucial for all organizations that intend to remain competitive. The study concluded that organizations need thus to adopt new methods and ways of running things to stay and remain competitive.

Eysendeyk and Senka (2021) conducted a case study on delegative leadership impacts on cross-cultural organizational change. The approach adopted in this paper is based on the critical

review and discussion of extant literature, secondary data from GLOBE research. The study found that delegative leadership affects organizational working environment. The study concluded that delegative leadership impacts organizational working environment.

RESEARCH METHODOLOGY

Research Design

The study adopted descriptive research design. The descriptive research design allows the researcher to gather information, summarize, present and interpret it for purpose of clarification (Karama, Iravo, & Shale, 2019). The design is suitable for the study since it enables description of both dependent and independent variables. Therefore, this design was appropriate for this study which extensively tested the analysis of the relationships between variables (Amuhaya, Namusonge, & Nthigah, 2018).

Target Population

The target population consists of all members of a real or hypothetical set of people, events or objects from which a researcher wishes to generalize the results of their research while accessible population consists of all the individuals who realistically could be included in the sample (Ratanya, Mukulu, & Sakwa, 2019). The study was conducted in Nairobi county government Kenya. The unit of analysis was the Nairobi county government while the unit of observation was the 85 elected and 38 nominated Members of the County Assembly (MCA's), the governor and the deputy governor. The study therefore targeted 122 respondents.

Sample Size and Sampling Technique

In this study, due to the small size of the study population, the census sampling approach was used. Census sampling is a technique of statistical sampling that involves collecting data from every member of a population (Särndal, Swensson & Wretman, 2022). In a census, every member of the population is included in the sample and data is collected from all of them. Therefore, census approach was appropriate for selecting the sample for this study, and the sample size for the study was 122 respondents.

Data Collection Instruments

This research used a questionnaire to collect primary data. According to Patton *et. al (*2016), a questionnaire is appropriate in gathering data and measuring it against a particular point of view. It provides a standardized tool for data collection. Structured questions were used to collect primary data from the field. Questionnaires were preferred because they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the research problem (Dempsey, 2019).

Pilot Study

A pilot test was conducted to assess the questionnaire's validity and reliability of the data that was collected. According to Copper and Schindler (2017), a pilot test is conducted to detect weaknesses in the design and instrumentation and provide a proxy data for selection of probability sample. According to Leedy and Ormrod (2019), a pilot study is an excellent way to determine the feasibility of the study. The subjects participating in the pilot study were not included in the final study to avoid survey fatigue. In this study, 10% of the sample size participated in the pilot study.

Data Analysis and Presentation

The researcher collected questionnaires, coded them, and entered them into the Software Package for Social Sciences (SPSS version 26) for analysis. The sort function was used to

perform the initial screening. The data was based on the study's objectives and research hypothesis. The descriptive statistical techniques of frequency, mean, and standard deviation were used to analyze the quantitative data acquired. The results were displayed using frequency distribution tables, which kept track of how many times a score or response appears. Qualitative data collected was analysed using content analysis and presented in prose form.

Inferential statistics including regression and correlation analysis was used in the study. According to Saunders *et al.* (2019), correlation is a statistical tool that helps to determine the relationships between two or more variables. Cooper and Schindler (2019) indicate that correlation, as measured by a correlation coefficient, is the degree to which a linear predictive relationship exists between random variables. Pearson correlation coefficient was used for testing associations between the independent and the dependent variables. According to Wagana (2020), a correlation coefficient (r) has two characteristics, strength and direction. The strength of the relationship is indicated by how r tends toward 1, the maximum value possible. r is interpreted as follows; when r = +1 it means there is perfect positive correlation between the variables, when r = 0 it means there is no correlation between the variables, that is the variables are uncorrelated, when r = -1 it means there is perfect inverse correlation between the variables.

A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. Regression analysis attempts to determine whether a group of variables together predict a given dependent variable and, in this way, attempts to increase the accuracy of the estimate (Mugenda & Mugenda, 2018). The use of regression model is ideal due to its ability to show whether a positive or a negative relationship exists between independent and dependent variables (Mason, Lind, & Marchal, 2019).The relationship between the study variables was tested using multivariate regression models.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Transformational Leadership and County Performance

The first specific objective of the study was to assess the influence of transformational leadership on performance of Nairobi city county government, Kenya. The respondents were requested to indicate their level of agreement on statements relating to transformational leadership and performance of Nairobi city county government, Kenya. The results were as presented in Table 4.1.

From the results, the respondents agreed that their leader effectively communicates a compelling vision for the future (M=3.957, SD= 0.875). In addition, the respondents agreed that they feel inspired by their leader's enthusiasm and passion for their goals (M=3.948, SD= 0.823). Further, the respondents agreed that their leader earns their respect through their actions and decisions (M=3.909, SD= 0.635).

The respondents also agreed that they trust their leader to make decisions that are in the best interest of the team (M=3.804, SD= 0.671). Further, the respondents agreed that their leader encourages them to think creatively and explore new ideas (M=3.801, SD= 0.793). The respondents also agreed that they feel comfortable sharing their thoughts and suggestions with their leader (M=3.787, SD= 0.776).

Table 4. 1: Transformational Leadership and County Performance

	Mean	Std. Deviation
My leader effectively communicates a compelling vision for the future.	3.957	0.875
I feel inspired by my leader's enthusiasm and passion for our goals.	3.948	0.823
My leader earns my respect through their actions and decisions.	3.909	0.635
I trust my leader to make decisions that are in the best interest of the team.	3.804	0.671
My leader encourages me to think creatively and explore new ideas.	3.801	0.793
I feel comfortable sharing my thoughts and suggestions with my leader.	3.787	0.776
Aggregate	**3.868**	**0.762**

Delegative Leadership and County Performance

The second specific objective of the study was to determine the influence of delegative leadership on performance of Nairobi city county government, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to delegative leadership and performance of Nairobi city county government, Kenya. The results were as shown in Table 4.2

From the results, the respondents agreed that delegative leaders effectively communicate the expectations associated with each delegated task (M-3.902, SD= 0.897). In addition, the respondents agreed that they feel empowered to take responsibility for their tasks when given autonomy by their leader (M=3.884, SD= 0.731). Further, the respondents agreed that they believe that a delegative leadership approach promotes accountability among team members (M=3.843, SD= 0.763).

The respondents also agreed that delegative leaders follow up on delegated tasks to ensure accountability (M=3.816, SD=0.641). In addition, the respondents agreed that they receive adequate training to perform their responsibilities when tasks are delegated (M=3.736, SD= 0.675). The respondents agreed that their leader provides the necessary support and resources to help them succeed with delegated tasks (M=3.721, SD=0.866).

Table 4. 2: Delegative Leadership and County Performance

	Mean	Std. Deviation
Delegative leaders effectively communicate the expectations associated with each delegated task.	3.902	0.897
I feel empowered to take responsibility for my tasks when given autonomy by my leader	3.884	0.731
I believe that a delegative leadership approach promotes accountability among team members.	3.843	0.763
Delegative leaders follow up on delegated tasks to ensure accountability.	3.816	0.641
I receive adequate training to perform my responsibilities when tasks are delegated.	3.736	0.675
My leader provides the necessary support and resources to help me succeed with delegated tasks.	3.721	0.866
Aggregate	**3.817**	**0.762**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (transformational leadership and delegative leadership,) and the dependent variable (performance of Nairobi city county government, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 4. 3: Correlation Coefficients

		County Performance	Transformational Leadership	Delegative Leadership
County Performance	Pearson Correlation			
	Sig. (2-tailed)			
	N	102		
Transformational Leadership	Pearson Correlation	.805**	1	
	Sig. (2-tailed)	.003		
	N	102	102	
Delegative Leadership	Pearson Correlation	.815**	.297	1
	Sig. (2-tailed)	.000	.060	
	N	102	102	102

From the results, there was a very strong relationship between transformational leadership and performance of Nairobi city county government, Kenya (r = 0.805, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Emetrude, Boston and Saundra (2023) who indicated that there is a very strong relationship between transformational leadership and county performance.

Moreover, there was a very strong relationship between delegative leadership and performance of Nairobi city county government, Kenya (r = 0.815, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Montero (2023) who indicated that there is a very strong relationship between delegative leadership and county performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (transformational leadership and delegative leadership) and the dependent variable (performance of Nairobi city county government, Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869[a]	.755	.756	.10412

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.755. This implied that 75.5% of the variation in the dependent variable (performance of Nairobi city county government, Kenya) could be explained by independent variables (transformational leadership and delegative leadership).

Table 4. 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	102.028	2	51.014	180.90	.002[b]
Residual	13.653	99	.138		
Total	115.681	101			

a. Dependent Variable: performance of Nairobi city county government, Kenya
b. Predictors: (Constant), transformational leadership and delegative leadership

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 180.90 while the F critical was 2.465. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of transformational leadership and delegative leadership on performance of Nairobi city county government, Kenya.

Table 4.6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.335	0.085		3.941	0.000
transformational leadership	0.345	0.089	0.344	3.876	0.002
delegative leadership	0.361	0.093	0.362	3.882	0.001

The regression model was as follows:
$$Y = 0.335 + 0.345X_1 + 0.361X_2 + \varepsilon$$

According to the results, transformational leadership has a significant effect on performance of Nairobi city county government, Kenya $\beta_1=0.345$, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Emetrude, Boston and Saundra (2023) who indicated that there is a very strong relationship between transformational leadership and county performance.

The results also revealed that delegative leadership has a significant effect on performance of Nairobi city county government, Kenya, $\beta1=0.361$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Montero (2023) who indicated that there is a very strong relationship between team building delegative leadership and county performance.

Conclusions

The study concludes that transformational leadership has a performance of Nairobi city county government, Kenya. Findings revealed that inspirational motivation, idealized influence and intellectual stimulation influences performance of Nairobi city county government, Kenya.

In addition, the study concludes that delegative leadership has a positive and significant effect on performance of Nairobi city county government, Kenya. Findings revealed that responsibility, accountability and training and support influences performance of Nairobi city county government, Kenya.

Recommendations

The study recommends that the management of county government in Kenya should prioritize the development of a robust mentorship program for emerging leaders. By pairing experienced leaders with young professionals, the program can facilitate knowledge transfer, foster innovation, and cultivate a culture of collaboration.

In addition, the study recommends that the management of county government in Kenya should implement structured delegation frameworks that clearly outline roles, responsibilities, and accountability. By empowering departmental heads and team leaders to make decisions within their areas of expertise, the government can foster a sense of ownership and initiative among staff.

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