



**INDIVIDUALISED CONSIDERATION AND PERFORMANCE OF DEVOLVED
GOVERNMENTS IN KENYA**

¹ Kirichu C N, ² Ngugi P K (PhD), ³ Karanja K (PhD)

¹PhD Scholar Leadership and Governance, Jomo Kenyatta University of Agriculture and
Technology

²Senior Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

³Senior Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT

The topic on Transformational leadership has become central to many organizations. The debate in this area has extremely grown both nationally and internationally. Despite the devolved systems being in place for over a decade, there are concerns about performance of devolved government. They have continued to face sharp criticism due to inadequate leadership capacities among other contributing factors. This study therefore, sought to examine the relationship of individualized consideration to the performance of devolved government in Kenya and to assess the moderating effect of governance structure on the relationship between Individualised Consideration and performance of devolved in Kenya. The study was anchored on two theories of transformational leadership theory and Collaborative governance theory. The study adopted descriptive correlational research design and used the positivism research paradigm. The unit of analysis was all the 47 counties in Kenya, while the unit of observation were key county informants namely County Secretary, Chief Officers and Directors. The target population for this study was 47 county key informants. The study employed census as a sampling method. Primary data was used and was collected using questionnaires. Questionnaires were pilot tested on 5 organisations to test for reliability and validity. Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 29 software. Quantitative data was analyzed using descriptive statistics and presented in tables and figures. The study also computed correlation and regression analyses to test the relationship between the study variables and hypotheses. The study found out that there is a positive significant relationship between performance of devolved government in Kenya and individualized consideration. Additionally, the governance structure was found to have a strong positive moderating effect on the relationship between individualized consideration and performance of devolved government in Kenya. Based on the findings of the study, it is recommended that leaders in devolved governments in Kenya should adopt having individualised consideration strategies through understanding the unique needs and concerns of employees as demonstrated through coaching and mentoring, supporting career development, encouraging change of mind set through reward systems and encouraging resilience by fostering a positive work environment thus enhancing improved performance in the organisation.

Keywords: Individualised Consideration, performance, governance structure, devolved government

Introduction

Performance is the rate at which achievement of set targets is realized after work is done and resources are used. Just like other organizations, a County Government is said to be performing when set objectives and goals are achieved. Performance of any government is essential in delivering sustainable public service. According to Elena-Iuliana and Maria (2016), performance refers to the successful achievement of goals and objectives as set out by an organization with respect to its employees. In Kenya, performance of public sector and County Government is embedded in the constitution of 2010. The promulgation of the Constitution of Kenya 2010 marked an important turning point in Kenya's history by introducing devolution as the new system of governance. By voting overwhelmingly for a devolved system of government Kenyans sought to have power, resources and responsibility away from the centre and closer to the people. This was to ensure service delivery was taken to the wananchi spur socio-economic development, ensure resources were shared equitably and promote better governance. The Kenyan people, in ensuring that what they needed was effected, voted for a devolved system of governance. Devolution, which is clearly the true measure of decentralization since it encompasses transfer of political, fiscal and administrative responsibilities and powers from the central Government to sub-national levels. 66.9% of Kenyans endorsed this view when they voted for the new Constitution in 2010.

Transformation leadership is defined as a leadership behaviour that transforms the norms and values of employees, whereby the leader motivates the workers to perform beyond their expectations (Buil, Martinez & Matute, 2019). Individualised consideration is one of the four components of transformational leadership style identified as an independent variable in this study. This study looked at various attributes of individualised consideration which include Coaching and mentoring, mindset and resilience. It deals with fundamental transformational leadership behaviour of treating individuals as important contributors to the organization. Individualized consideration is demonstrated by transformational leader in creating a supportive climate, listening to employee's needs, and acting as a coach and mentor. Individualized consideration refers to leaders who are supportive and create an environment in which they listen carefully to the individual needs of their followers (Elele & Fields, 2010). Leaders act as mentors or coaches for different needs the followers have (Yasin, Fernando & Caputi, 2013). Coaching and mentoring are used in organizations to develop skills, competencies and talent. The coaches and mentors are usually higher in rank in organizations and also have higher skills, experience that is to be transferred to the mentees (Ragins & Kram, 2007).

The Combination of high transformational leadership and growth mind-set will positively moderate the relationship between the two in which the employee is appreciated and motivated through the reward system. Transformational leaders provide opportunities for personal and professional growth for each employee. Motivation should be the first step as far as tapping of ideas is concerned. Without it, employees may not fulfil their potential, which basically means that Performance of Devolved Governments will remain stagnant. When employees are motivated, then they are likely to be more productive and hence increase Performance of Devolved Governments. Transformational leadership can therefore provide a platform for creativity based initiatives to prosper by introducing reward system. Reward system provides financial reward, promotion and other recognition, in order to motivate employees to take risk, develop successful new products and generate newer ideas (Guptal and Singhal, 1993). In organisations, managers play a primary role in shaping and developing resilience in employees. Resilience itself is dynamic. It changes in response to environments, and people can get better at it. There are particular capabilities that can be developed to allow individuals and systems to use change to improve and thrive in new environments (Hodliffe, 2014). For organisations wanting to

be resilient, having resilient employees is a building block in their readiness and ability to adapt during times of change and uncertainty. Leaders within organisations can enable and develop resilience in employees, and the collective actions of resilient employees can help organisations be more resilient (Horne & Orr, 1997; Lengnick-Hall et al., 2011).

Statement of the Problem

The devolved system of governance was introduced in Kenya in 2013 with the aim of bringing government services closer to the people and promoting public participation in decision making. However, the success of the devolved system largely depends on quality of leadership provided by the county governors and their teams. Devolved leadership and governance structures are critical for the effective and efficient service delivery by County governments, as an important component of any political system with more than one level of government (Vianney, Iravo & Namusonge, 2020; M'Mugambi, Okeyo & Muthoka, 2020). However, county governments in Kenya still find it hard to effectively and efficiently deliver services to citizen satisfaction (Abass, Munga & Were, 2017; Wagana, 2017; Opiyo, 2017, Kosgey, Ongera & Thuo, 2020). According to Auditor General Report (2019) over Kshs.16 billion cannot be accounted for by the county governments and the same report mentions lack of effective devolved leadership and governance structures as a catalyst that has triggered the vice. This has slowly led to the deterioration of the counties service delivery affecting even the country's GDP growth index from 7% in 2009 to 5.3% in 2019 (Kihara, 2016).

Further, a report by Kenya Institute for Public Research and Analysis (KIPPRA) in 2018 highlighted key sectors like health, water and sanitation, education among others which have faced challenges in service delivery (Lubale, 2018) associated with issues of accountability and integrity in county governments of Kenya. A survey done by Transparency International (TI) (2016), reported that 41% of Kenyans were not satisfied with their county governments service delivery due ineffective leadership and governance structures. The inability of county governments to deliver services (Wagana, 2017, Opiyo, 2017) is startling given that counties are by design expected to bring efficient services closer to the citizenry. Also, studies by Wagana (2017), Wambua (2014), Akorsu (2015), Anghar (2013), Shimengah (2018) noted cases of poor service delivery in counties that have attracted debates in their form of leadership and governance. According to a report by controller of budget, the performance of devolved government in Kenya has been inconsistent with some counties performing well while others have struggled to deliver services as well as meeting their development objectives.

During 2020/2021 Audit Report, County Government financial management was queried and was reported that the counties were allocated a total of Ksh. 409.8 billion in audited financial year but managed to spend Ksh. 370 billion leading to under expenditure of Ksh. 30.8 billion. Further, the counties did not achieve its revenue collection targets in the 2020/2021 financial year from own sources of revenue. This demonstrates the lack of capacity and skills to implement plans and delivery of services and ineffective leadership to utilize available resources and ensure accountability (Ngigi & Busolo, 2019). Despite the devolved system being in place for over a decade, there are concerns about the performance of devolved governments. Counties continue to face sharp criticism due to inadequate leadership capacities. Majority, if not all counties in Kenya have been facing many challenges, such as conflict, poverty, underdevelopment, corruption, and insecurity owing to a wave of poor leadership that has precipitated underwhelming performance of governance systems (Oyugi, 2015).

Report from Controller of Budget cited that county government's expenditure on personal emoluments has increased for the past three years from 176 Billion in 2021 to 195 billion last year. In the last three years, County government paid about 41.9% exceeding the legal limit of

35%. In addition Counties have been grappling with numerous challenges according to reports in County Fiscal strategies papers, County Budget Review and Outlook and CIDP of various counties from 2013 to 2020 rising from bloated wage bill which they inherited 33,000 public service employees from the defunct local authorities and ministries of the national government (World Bank, 2012). These challenges affected critical services offered to the population thereby causing much suffering and derailed county's overall performance, and failure to put in some interventions may impact the achievement of the devolution dreams (Yussuf, 2016). However, empirical studies linking transformational leadership and its influence on performance of counties are scarce. The few studies in Kenya on transformational leadership such as Gitegi and Iravo (2016), Kaseya and Kihonge (2016), Muriu (2012); Opiyo (2017) and Siala (2017) focused on other factors impacting performance but did not explore the link between transformational leadership and governance structures on performance of devolved government. Despite the relevance of transformational leadership in the modern institutional management, limited research has been conducted in transformational leadership and performance of devolved government in Kenya. To bridge this glaring gap in knowledge, the study sought to examine the relationship of individualised consideration on the performance of devolved government in Kenya as well as providing valuable insights to the dynamics of governance and leadership.

Research Objectives

1. To examine the relationship of Individualised consideration on the performance of devolved Governments in Kenya
2. To assess the moderating effect of Governance Structure on the relationship between Individualised consideration and performance of devolved Governments in Kenya.

Research Hypothesis

H₀₁: There is no significant relationship between Individualised consideration and Performance of devolved Governments in Kenya.

H₀₂: Governance Structure has no significant moderating effect on the relationship between Individualised Consideration and performance of devolved Governments in Kenya.

LITERATURE REVIEW

Theoretical Review

Behavioural theory

The Behavioural theory was developed by Kurt Lewin in 1930. The theory focuses on how leaders behave, that is whether the leaders dictate what needs to be done and expect cooperation or whether they involve their teams in decision-making to encourage acceptance and support. Leadership behaviour can be studied by analysing what leaders do concerning accomplishing tasks and maintaining the efforts of people performing the tasks. This means that leaders are not born but made (Jung & Avolio, 2009). The behavioural theory of change posits that behaviour in a leader will evoke some sort of expected, specific, or measurable behaviour in the follower (Gonah & Ogollah, 2016). This style was first started by both the University of Michigan and Ohio State University (Kirkbride, 2006). They conducted various studies to identify the leadership behaviors that are important in the effectiveness of an organization. From their findings it was discovered that there are two main procedures of leader behavior's which are employee-centered and production-centered (Yukl, 2012). In the employee-centered behavior the

leader is very concerned and is sensitive to employee's feelings. The leader therefore tries to make things pleasant for them to ensure that they are happy.

The second behavior of the production centered leader emphasis is on the completion of the organization task (Avolio, 2007). The results from the study showed that leaders need to be high in both behaviors. The behavioural theories help explain the leader's behaviors in which they need to facilitate transformation within the organization effectively. Scholars have shown that a leadership may work in one and not in another situation. The theory will help in examining the influence of individualized consideration on the performance of devolved governments in Kenya since it tries to predict and consider which style is best in which circumstance for a leader.

Collaborative Governance Theory

A collaborative governance theory is also pertinent for institutional arrangements of IGR. Powell and DiMaggio (2012), March and Olsen (1983), North (1991 and Ostrom (2005) are the proponents of collaborative governance, which they presented as part of new institutionalism (Emerson et al., 2015). Koebele (2019), states that collaborative governance is informed by systems context. The system context of collaborative governance is multifaceted with embedded conditions of services, policy imperatives and intergovernmental relations framework, together with the externally based drivers, pressures, enablers, constraints, and lobbies, which are referred to as collaborative governance regimes (Emerson et al., 2015). Governance theory is premised on the regulation of actions of political authorities as they execute and manage the development. Programs for their people (Tonin & Vlasopolous, 2015).

According to Shen and Zou (2015), governance signals how the informal authority of networks supplements and supplants the formal authority of the government by exploring the changing boundary between the state and society. The theory assumes that the government should focus on the formulation of an board structures that provides with strategic direction for the organisation as well as assumption is that the more the separation of power from the policy formulation, the more the participation by different groups in the execution process, and the more the realization of efficiency on the process outcomes. Complementarities with between national government and county governments, clear assignment roles as well as enforcement of good management strategies are more likely to lead to improved devolved service delivery (Shen & Zou, 2015). In this regard, collaborative governance theory are understandable because it supports the moderating variable of the governance structure of devolved government that include the board structure, legal framework and resource mobilisation .

Conceptual Framework

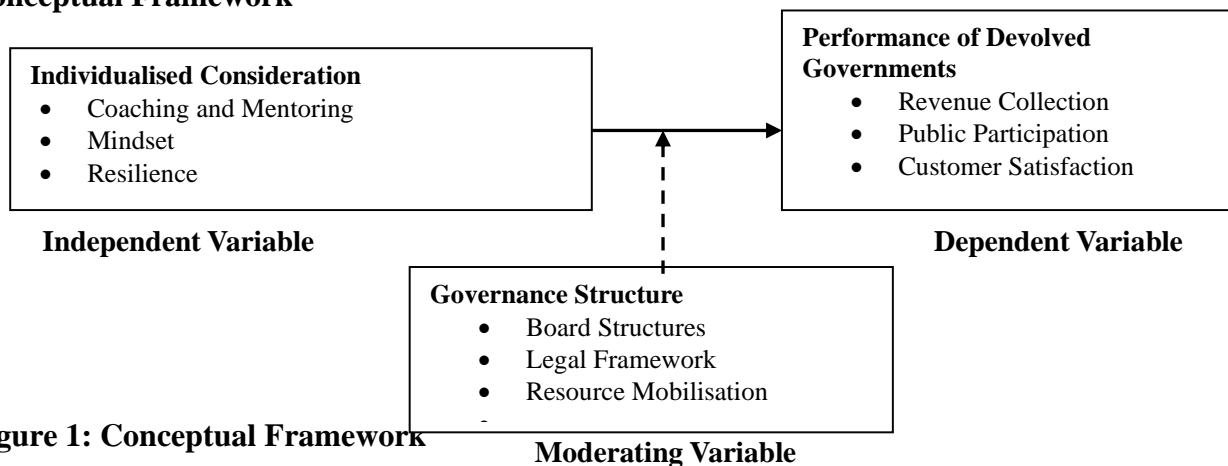


Figure 1: Conceptual Framework

Individualised Consideration

According to Antonakis, Avolio and Sivasubramaniam (2003), individualized consideration is defined as the support, advice and concern that leaders have for their followers to enable them achieve their career and personal goals. Individualized consideration is also viewed as the focus that a leader has on their followers to assist them to achieve growth and development (Bass & Avolio, 1994). Individualized consideration also involves leaders showing concerns with employee performance and professional development. People are treated individually and differently based on their talents and knowledge and to allow them to reach higher levels of achievement that might otherwise have not been achieved (Koveshnikov & Ehrnrooth, 2018). Individualized influence may take the following form; expressing words of thanks or praise to subordinates, fair workload distributions, and individualized career counseling, mentoring, and professional development activities. In several organizations today, coaching and mentoring is used as a strategy for succession planning, and organizational performance (Bennett & Bush, 2009). The mentors and coaches act like role models and confidants. Leaders give subordinates a variety of tasks that will enable them to develop new skills. Coaching and mentoring behaviors have been linked to low turnover, increased productivity and job satisfaction (Hu, Wang, Yang & Wu, 2014).

For this purpose, growth mindset cultivation interventions could be offered to employees and managers (Keating and Heslin, 2015; Heslin et al., 2005). If leaders do not meet the needs of their subjects, it may lead to lack of motivation and fulfilment among employees, which can significantly affect the organization. Unsatisfied employees negatively affect the performance of the organization. Resilience is the capacity of individuals to utilise resources to continually adapt and flourish even when faced with challenging circumstances (Kuntz et al., 2016). Resilient performance is characterised by the effective use of collective resources that enable employees and organisations to not only cope under, but thrive, following setbacks or periods of adversity. This requires organisations and their employees to be adaptive, responsive, and adept at problem solving. Public organisations clearly exist in dynamic, often contradictory, environments that demand flexible and mindful responses to constant challenge and shock (Lewis, Andriopoulos, & Smith, 2014). Through resilience in the organisation it can be achieved through introduction of performance contracting. According to GoK (2007), a performance contract is a management tool for measuring negotiated performance targets. Performance management systems also as espoused by Buchner (2007) as a process for establishing a shared understanding about what is to be achieved, and how it is to be achieved, and an approach to managing people that increases the probability of achieving high performance, growth and success. The use of performance contracts has been acclaimed as an effective and promising means of improving the performance of public enterprises as well as governments departments.

Governance Structure

Governance defines roles, responsibilities and accountability within an organization according to Dunphy, Griffiths and Benn (2013). According to Sisulu (2012) is the act of establishing policies, through continuous monitoring of proper implementation, by the executive in power of the governing body of an organization. Governance in the counties is based on a comprehensive understanding of the county's operations (Mankins & Rogers, 2015). According to Mwongozo code of conduct, National Treasury, County Public Service Board and county executive committee are some of the bodies that are entitled with regulatory functions of the county operations in Kenya. Governance structure revolves around board functions, accountability practices and organisational performance among other issues (Ongore, 2011). The County Government in Kenya has several governance structures that has been set to assist in governance of the county. This governance structures include office of the governors, the county executive

committees, county assemblies, county public service board, office of the senate, office of the women representatives, Audit committee and county public service board.

These county governance structures are expected to work in unison to foster accountability, good governance and improve performance in the counties. Dozie (2003) defined board size as the number of members that form the board. There is no agreed number of members that make up an ideal board size. The size of the Board should be large enough to incorporate key skills and perspectives and number of members on the Board vary; between 5 and 11. The total number being odd to facilitate decision making by simple majority. The Boards established under Article 235 of the Constitution of Kenya 2010 and Section 57 of the County Governments Act No. 17 of 2012. The function and powers of Board are stipulated in Section 59-86 of the Act. The County Public board comprises of Seven Members including the chairperson and they serve a term of six years in accordance with the provisions of law. They were established with specific functions to establish and enhance accountability practices on the county offices and eventually improve county performance. The CPSB replaced the Public Service Commission (PSC) but discharged its duties at the County level. Its mandate is to select, appoint, promote and remove public servants when the need arose.

A legal framework encompasses the laws, regulations and policies that are put in place to govern an organization or an activity (Thai, 2009). The Constitution of Kenya assigns functions, mandates and roles to both the county and national government. The legal framework comes into place when ensuring that the devolved functions are a success. In a devolved system of government, legal framework plays a crucial role in defining the relationship, responsibilities and powers of different entities within the governance structure. It serves as a set of rules, regulations and laws that guide the conduct of various actors in the devolved system. The pronouncement of the Constitution of Kenya on 27 August 2010 paved the way for the realization of the “dream” system of governance. Chapter Eleven (Cap 11) precisely provides for the setting up of the County Governments (GoK, 2010). Chapter 11 of the Constitution of Kenya 2010 spells out the different values of decentralized governance that comprises democratic ideals and the split-up of powers. Legal framework also includes devolution legislation, these are the specific laws that are enacted to establish and regulate the devolved units. It also include government policies as explained by Pinto and Trailer (2014) provides that it is experimental or theoretical assumptions made on what is needed to solve a given issue or problem. Governments come up with policies focusing on the implementation of projects to improve economic development, pursue social objectives and improve on the existing societal challenges (Nyakundi, 2017).

Resource Mobilisation refers to all activities involved in getting new and additional resources by the county government to advance its mission. (CGA, 2012). Resources are the driving forces of organizations. Strategies for resource mobilization must be identified in order to achieve the intended results (Lestler, 2007). Transformational leadership may be better able to leverage available resources to achieve their objectives but if resources are scarce or poorly allocated it may limit the impact of performance. The sources of financial resources for the county governments are divided into two. One, the transfer from the National government as stipulated in the constitution that not less than 15% of total revenue of the National government must be transferred to the county governments., the other way is the locally generated revenue as previously done by local authorities which includes: Transfer from the National Government; Fees and Charges (market fees, parking fees, advertisement fees, and approval of the building plan fees); Rates; House rent from the County Government Houses; Contribution in Lieu of Rates (CILOR); and Business permit.

Performance of Devolved Governments

Performance refers to behaviors, results and adjusting to organizational behaviors and actions of work to achieve results or outcomes (Armstrong, 2004). Neely (1995) says that an organization is judged by its performance which is equated with effectiveness and efficiency, while Ross (2002), in her study on the Managerial leadership and strategic performance in public organizations a case of New Zealand local Government organizations, found that an organization's performance is heavily influenced by its leadership dimension in the operating environment. Performance in our study will be measured using three parameters namely: revenue collection, public participation and customer satisfaction. According to Osaze and Anao (2000) organizational performance is the extent to which the organization is achieving its goals and objectives. Shell (2010), explains organizational performance as the extent to which the organization is fulfilling the promises it has made to its shareholders. Performance is a contextual concept associated with the phenomenon being studied (Hofer, 1983). In the context of counties performance; performance is seen as a measure of the change of the financial state of an organization or the financial outcomes that results from management decisions and executions of those decisions by members of the organization (Carton, 2016).

Revenue is the amount of money collected by the government agencies from taxation, customs, excise duties and other sources that are meant for payment of public expenses (GOK, 2010). Manyasia (2012) found that most Counties are faced with budgetary challenges to meet their set obligations, such as payment of wages, financing development programs. This is because revenue collection has been wanting. Awiata (2010) and Gachanja (2012) observed that lack of commitment to automated revenues collections, limited management supervision and inadequate management information systems is the major hindrance in realization of good revenue collection. The promotion of transformational leadership has been shown to improve the financial performance of organizations as well as to increase overall organizational effectiveness.

Dominic and Guzzo (2010) point out that the provision of good quality services and the satisfaction of customers is critical points in the growth and development of every organization. Therefore delivery of quality services is paramount to achieving sustainable organizational performance. According to Kotler (2000), customer satisfaction is an individual's feeling of pleasure or displeasure resulting from matching a product's perceived performance. The level of satisfaction may differ though depending on customer's experiences and their immediate circumstances result. According to Jones & Wells (2007) Public Participation is the process where individuals, governmental and nongovernmental groups influence decision making in policy, legislation, service delivery, oversight and developmental matters. Public participation is having an open, accountable, and structured process where citizens or people or a segment of a community can interact, exchange views, and influence decision making (World Bank, 2017).

Empirical Review

Gachunga, (2014) established that individualized consideration, coaching and mentoring; aspects of transformational leadership, in the Government Departments in Kajiado county were low, which led to poor results based management in the organizations. The findings of Ogola et al. (2017) revealed that Individualized Consideration leadership behaviour and employee performance in SMEs in Kenya had a strong positive and significant correlation and a positive and significant relationship. The study concluded that high performance is achieved when the leader recognizes the employees' efforts, creates confidence, and encourages self-development practices, effective communication as well as mentoring and coaching.

Kala (2014) conducted a study on the relationship between leadership styles and government structures using 150 employees from diverse sectors in Coimbatore. The study concludes that leadership styles influence government structures and has significant relationship with all the factors in the job engagement. Karungani and Ochiri (2017) carried out a study on the degree to which performance of Nairobi City County is affected by regulatory and policy framework. The study revealed that the regulatory and policy frameworks within the procurement department of the county were instrumental in augmenting organizational performance. Through creation of a level engagement ground, the study revealed that government policies, particularly procurement guidelines were important in streamlining the reputation of the county government of Nairobi.

Ayacko (2017) in his study investigated how organization structure moderates the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya. The study adopted a descriptive correlational research design. The target population of the study consisted of 770 judicial staff in the Kenyan Judiciary. The study found that individualized consideration of judicial officers significantly influenced the performance of judicial staff, both with and without the moderation of organization structure. Orabi (2016) mentioned that transformational leadership is a strong factor in influencing organizational performance and any improvement of transformational leadership style hence the higher performance of organization.

Research Methodology

Research Philosophy

Research philosophy is the foundation of knowledge and the nature of that knowledge contains important assumptions about the way in which researchers view the world (Kumar, 2019). The study adopted positivism philosophy which according to Creswell and Creswell (2017) asserted that positivist research paradigm takes a quantitative approach and is based on real facts, objectivity, neutrality, measurement, and validity of results. Mwaniki (2015) argued that positivist approach research is based on knowledge gained from positive verification of observable experiences rather than intuition. The study adopted a descriptive and correlation survey research design. According to Yin (2017), a descriptive research design is a type of design used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables or conditions in a situation. Creswell (2017) defined correlation research as studies aimed at establishing the relationship between variables through the use of inferential statistics.

Sampling Design

Sampling refers to picking out a particular number of participants from a whole populace as an illustration of the group. The study adopted a census technique with respect to the unit of analysis. The census approach is justified since according to Orodho (2009), data gathered using census contributes towards gathering of unbiased data representing all individuals opinions in the study population on a study problem. Cochran (2007) states that although cost considerations make census technique impossible for large populations, a census is attractive for small populations of 200 or below. Kasyuka Patrick (2018) used the census approach in his study titled influence of Devolution framework on democratic governance process in Kenya. For the purpose of this study, the unit of analysis was all the 47 counties in Kenya while the unit of observation were key informants of the county government. The study focused on a target population of 47 key county informants namely: County Secretaries, County Chief Officers and Directors.

Data Collection

Data was collected using self-administered questionnaires. The questionnaire was in two sections. The first section was about the attributes of the respondents and the second section was about the substance of the study. All the items of the questionnaires were measured using a Likert scale consisting of five scores from 1= “Strongly Disagree” to 5 = “Strongly Agree”.

Data Analysis

Data was then analyzed using descriptive statistics using the following methods: frequency and percentage distribution. Additionally, inferential statistics were conducted using: factor analysis, Pearson’s correlation, multiple linear regression and ANOVA which was used to test the hypotheses. Statistical Package for Social Sciences (SPSS) version 29 and windows’ Microsoft excel programs were tools used in data analysis.

Results and Discussion

A response rate is the total number of respondents or individuals who participated in a study. A total of 47 questionnaires were distributed out of which 2 were not returned. This translated to 95.1% response rate which was acceptable for data analysis. Mugenda and Mugenda (2013) suggest that a response rate exceeding 70 percent is optimal for statistical analysis.. In this study, the observed response rate of 95.1% is thus regarded as very good, indicating its appropriateness for further analysis (Mugenda & Mugenda, 2013; Chopra et al., 2018).

Table 1: Response Rate

Item	Frequency	Percent
Returned questionnaires	45	95.1
Unreturned questionnaires	2	4.9
Total	47	100.0

Descriptive Analysis for Individualised Consideration

The first objective of this study was to examine the relationship of Individualised Consideration on the performance of devolved governments in Kenya. Nine research questions were posed to the respondents. Table 1 presents the descriptive statistics results generated for Individualised Consideration. To obtain information about the first independent variable Individualised consideration, several statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “Organisation leadership interact freely with employees and offer support for coaching and mentoring programmes” 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 57.8% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement “Organisation leadership have invested heavily in employee coaching and mentoring?” 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741.

On the statement “Organisation leadership encourages and has a strategy on employees career growth and development .”, 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement “Organisation leadership have developed motivation strategies for employees”, 13.1% strongly disagreed to the statement, 10.4% of the respondents

disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.45.

On the statement "Organisation leadership have developed reward systems as part of incentives for employees." 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, and 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178. On the statement "Organisation leadership recognises and appreciates employees when they reach high level of achievements." 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, and 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105. On the statement "Organisation leadership have engaged in steps to enhance adaptability and flexibility among the employees" 2.8% strongly disagreed to the statement, 3.2% disagreed to the statement, 21.5% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.84 and standard deviation 0.883.

On the statement "Organisation leadership monitors employee's performance through performance contracting systems." 6.5% strongly disagreed to the statement, 23.9% disagreed to the statement, 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.135. On the statement "Organisation leadership engages employees on learning and development as part of capacity building to respond to emerging stimuli" 1.8% strongly disagreed to the statement, 3.2% disagreed to the statement, 21.5% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 21.7% of the respondents strongly agreed to the statement, with a mean of 3.84 and standard deviation 0.883. The overall mean score for the variable was **3.57** and a standard deviation of **0.999** meant that the majority respondents agreed with the statements on Individualised consideration in relation to performance of devolved governments in Kenya. These findings align with Gachunga & Wamoto's (2012) research, which suggests that employee development initiatives, such as mentoring and coaching, positively impact employee performance. The finding agrees with Erkutlu (2008) coaching and mentoring of employees helps to sharpen individual skills in a way that traditional ways of training cannot achieve. These aspects are vital in establishing the weakness of each and every employee and subsequently creating a system in which each individual can be guided to the required level of performance. Cox and Jackson (2010) note that leaders who succeed believe they have the skills and experience necessary to coach their employees. They perceive self-efficacy and the right skills to establish trust and build good relations with their employees. Most importantly, these leaders really care about their employees and truly want to help them succeed. They emphasize learning as a key element of coaching.

Table 1: Descriptive Statistics on Individualised Consideration

Individualised consideration	Strongly Disagree	Disagree	neither		Strongly Agree	Mean	Std. Dev.
			Disagree	Agree			
Organisation leadership interact freely with employees and offer support for coaching and mentoring programmes	0.0	5.6	23.5	57.8	13.1	3.78	.739
Organisation leadership have invested heavily in employee coaching and mentoring	0.0	0.0	19.1	41.0	38.9	4.21	0.741
Organisation leadership encourages and has a strategy on employees career growth and development.	0.0	2.8	38.6	32.3	26.3	3.82	.885
Organisation leadership have developed motivation strategies for employees.	13.1	10.4	23.9	35.5	17.1	3.33	1.45
Organisation leadership have developed reward systems as part of incentives for employees.	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Organisation leadership recognises and appreciates employees when they reach high level of achievements.	8.0	23.9	26.3	33.5	8.4	3.10	1.105
Organisation leadership have engaged in steps to enhance adaptability and flexibility among the employees.	2.8	3.2	21.5	51.8	20.7	3.84	0.883
Organisation leadership monitors employees performance through performance contracting systems	6.5	23.9	26.3	35.0	8.4	3.10	1.135
Organisation leadership engages employees on learning and development as part of capacity building to respond to emerging stimuli	1.8	3.2	21.5	51.8	20.7	3.84	0.883
Aggregate Score						3.57	0.999

Governance structure

Nine research questions were posed to the respondents. Table 2 presents the descriptive statistics results generated for Governance Structure. To obtain information about the first independent variable Governance structure, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement "County board follows the stipulated rules and regulation pertaining to its operation" 4.8% strongly disagreed to the statement, 13.5% of the respondents neither agreed nor disagreed to the statement, 63.3% of the respondents agreed to the statement whereas 18.3% of the respondents strongly agreed to the statement, with a mean of 3.90 and standard deviation 0.862.

On the statement "County board has handled the different categories of employees by dealing with their disparate terms and conditions and unsustainable wage bills." 2.8% strongly disagreed to the statement, 2.0% of the respondents disagreed to the statement, 4.8% of the respondents neither agreed nor disagreed to the statement, 76.1% of the respondents agreed to the statement whereas 14.3% of the respondents strongly agreed to the statement, with a mean of 3.97 and standard deviation 0.723. On the statement "County board listens to complains and compliments from employees in relation to their work", 12.7% strongly disagreed to the statement, 5.6% of the respondents disagreed to the statement, 12.0% of the respondents neither agreed nor disagreed to the statement, 44.2% of the respondents agreed to the statement whereas 25.5% of the respondents strongly agreed to the statement, with a mean of 3.64 and standard deviation 1.274.

Regarding the statement “The policies in place are clear, logical, flexible and understable for every employee”, 20.7% disagreed to the statement, and 25.9% of the respondents neither agreed nor disagreed to the statement, 37.1% of the respondents agreed to the statement whereas 16.3% of the respondents strongly agreed to the statement, with a mean of 3.49 and standard deviation 0.997. On the statement “There are proper policies that guide employee operation in the organisation” 2.8% strongly disagreed to the statement, 12.4% disagreed to the statement, 29.5% of the respondents neither agreed nor disagreed to the statement, 37.5% of the respondents agreed to the statement whereas 17.9% of the respondents strongly agreed to the statement, with a mean of 3.55 and standard deviation 1.012. On the statement “There is reviewing of existing laws, policies and regulation related to the devolved system of government;” 12.4% of the respondents neither agreed nor disagreed to the statement, 48.6% of the respondents agreed to the statement whereas 39.0% of the respondents strongly agreed to the statement, with a mean of 4.27 and standard deviation 0.667.

On the statement “Organisation leadership encourages and organizes empowerment and training programs for resource mobilisation” 11.2% of the respondents disagreed to the statement, 12.0% of the respondents neither agreed nor disagreed to the statement, 59.8% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.83 and standard deviation 0.843. On the statement “Organisation leadership has devises new strategies for resource mobilisation;” 8.4% of the respondents neither agreed nor disagreed to the statement, 52.2% of the respondents agreed to the statement whereas 39.4% of the respondents strongly agreed to the statement, with a mean of 4.27 and standard deviation 0.967.

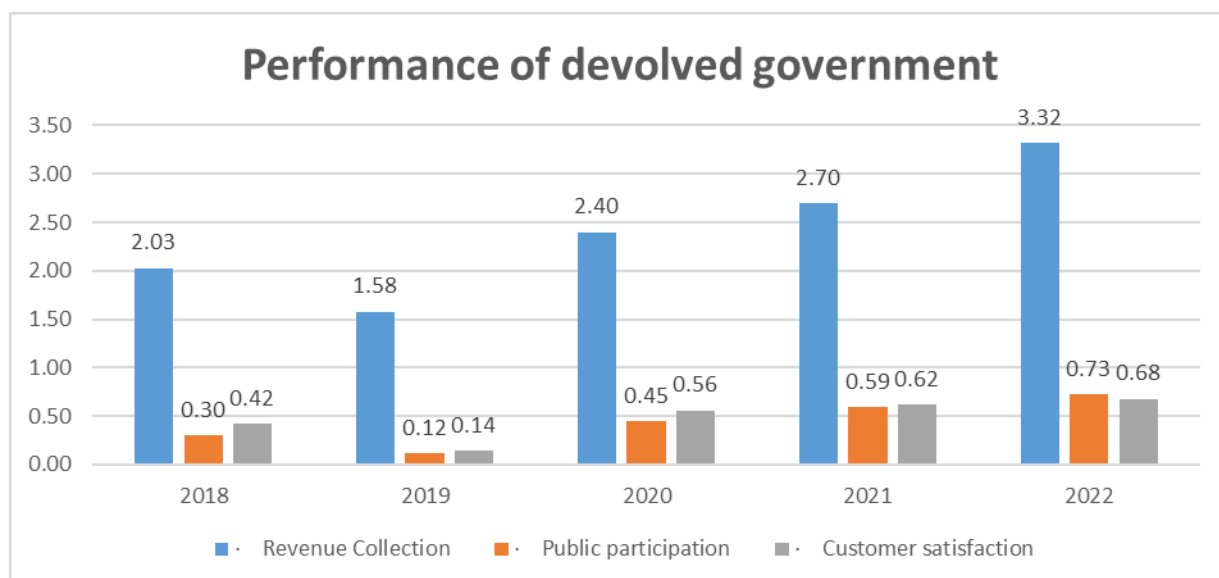
On the statement “Organisation leadership have enhanced proper management of resource in the organisation” 13.2% of the respondents disagreed to the statement, 10.0% of the respondents neither agreed nor disagreed to the statement, 59.8% of the respondents agreed to the statement whereas 17.4% of the respondents strongly agreed to the statement, with a mean of 3.83 and standard deviation 0.743. The overall mean score for the variable was **3.86** and a standard deviation of **0.898** meant that the majority respondents agreed with the statements on Governance structure in relation to performance of devolved governments in Kenya. The study supports the finding of Musyoki and Gakuu (2018) that explains that policies are provided to support the successful implementation of the project and also ensure there is integrity in the project management processes and hence improve performance in organisation. Gevers (2012) suggests that organizations should review their policies regularly and are monitored so that they reflect the best ways to manage implementation of activities and deliver services. In most case the organizations environment is always changing, and policy preferences must be kept up-to-date. These make it important for regular review of organizational policies and make changes, where necessary and a transformation leaders should emphasize to in order to improve performance in devolved governments in Kenya

Table 3: Governance structure frequencies

Governance structure	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
County board follows the stipulated rules and regulation pertaining to its operation	4.8	0.0	13.5	63.3	18.3	3.90	0.862
County board has handled the different categories of employees by dealing with their disparate terms and conditions and unsustainable wage bills.	2.8	2.0	4.8	76.1	14.3	3.97	0.723
County board listens to complains and compliments from employees in relation to their work	12.7	5.6	12.0	44.2	25.5	3.64	1.274
The policies in place are clear, logical, flexible and understable for every employee.	0.0	20.7	25.9	37.1	16.3	3.49	0.997
There are proper policies that guide employee operation in the organisation.	2.8	12.4	29.5	37.5	17.9	3.55	1.012
There is reviewing of existing laws, policies and regulation related to the devolved system of government.	0.0	0.0	12.4	48.6	39.0	4.27	0.667
Organisation leadership encourages and organises empowerment and training programs for resource mobilisation	0.0	11.2	12.0	59.8	17.1	3.83	0.843
Organisation leadership has devises new strategies for resource mobilisation	0.0	0.0	8.4	52.2	39.4	4.27	0.967
Organisation leadership have enhanced proper management of resource in the organisation	0.0	13.2	10.0	59.8	17.4	3.83	0.743
Aggregate Score						3.86	0.898

Performance of Devolved Government

To obtain information about the dependent variable performance, Secondary data was collected and analysed from the respondents.



The findings show that apart from a drop in 2019 due to covid-19 there has been a growing trend in the revenue allocation, public participation and customer satisfaction in the counties showing that there is improved performance on devolved government. These findings agree with Nteere, Namusonge, & Mukulu, (2012) that performance measurement is important for organization in ensuring continuous improvement and in determining whether or not an organization is achieving its objectives. The evaluation or measurement of devolved government performance has always been a vexing problem for devolved government leadership. According to (Chopra & Meindl, 2018). He asserts that traditionally; firms concentrate on analysing their own internal trends which does not portray the true picture on how they compare well with competitors.

Inferential Analysis

The study conducted both correlation and regression analyses to assess the relationship strength between variables and determine the independent variables' contribution to the dependent variable.

Correlation Analysis

Correlation analysis was conducted to test the strength of linear association between individualised consideration and performance of devolved government in Kenya. Pearson Product Moment Correlation coefficient was used, the correlation coefficient (r) was used to establish whether there was linear relationship between the variables of interest in the study. The coefficient of determination (r^2) was used to check for goodness - of - fit. Table 4 presents the findings obtained below, it is shown that there were strong positive significant relationships between Inspiration motivation variable and Performance. The correlation coefficients were 0.774, with p-values less than 0.001. This implied that 77.4% of Individualised consideration was explained by Performance. These findings agree with Kalkavan and Katrinli (2014) argument that coaching can positively influence the employee in realizing their role in the organization, devotion to work and also their job satisfaction. In addition, it influences employee understanding, their commitment, career wise and their overall input to the organization. Career devotion can also be triggered by an individual awareness of her/his role in the organization.

Further, the study findings concurred with that of Bahati et al., (2019) who examined the influence of individualized consideration on public sector performance. The findings revealed that individualized consideration had a positive and significant influence on public sector performance in Tanzania. The study's conclusion was that leaders in the public sector should be aware that high performance was influenced by recognizing the efforts of employees, involving them in decision making, mentoring and coaching them. This implies that when leaders at the public sectors make consideration to employees will automatically improve performance by providing better services to the people which is the key function of public sector organizations. The results herein imply that Individual consideration relates to the performance of devolved governments in Kenya

Table 4: Correlation matrix for Individualised Consideration

		Performance	Individualised Consideration
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	45	
Inspiration Motivation	Pearson Correlation	.774**	1
	Sig. (2-tailed)	.000	
	N	45	45

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

Test for Hypothesis One

The first objective of the study was to examine the relationship of Individualised consideration on the performance of devolved governments in Kenya. The associated null hypothesis was that there is no significant relationship on the performance of devolved Governments in Kenya. A univariate analysis was conducted to test the null hypothesis.

H₀₁: Individualised consideration has no significant relationship on the performance of devolved Governments in Kenya.

Regression Analysis

Multiple linear regression was conducted so as to determine the strength and direction of relationship between inspirational motivation and performance of devolved government as shown in Table 5. The results in Table 5 present the summary of model of regression model used in explaining the study phenomena. R is the correlation coefficient which indicates the strength and direction of the relationship between the predictor and outcome variable. In this case, R=.800 suggest a moderate positive relationship between Individualised consideration and the outcome variable (Performance of devolved government in Kenya). R Square is the coefficient of determination, which indicates the proportion of variance in the outcome variable that can be explained by the predictor variable. In this case, R Square= 0.427 suggests that Individualised consideration explains 42.7% of performance of devolved government in Kenya. This also implies that 57.3% of the variation in the dependent variable is attributed to other variables not captured in the model. Therefore, Individualised consideration was found to be satisfactory in contribution as a factor to performance of devolved government in Kenya.

Table 5: Model Summary for Individualised Consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653	0.427	0.425	0.44830

a. Predictors: (Constant), Individualised Consideration

ANOVA for Individualised Consideration

Table 6 provides the results on the analysis of the variance (ANOVA). The results indicate that the model is statistically significant. This was supported by the calculated F statistic of 185.603 which was greater than $F_{critical}$ and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. Further, the results implied that individualised consideration is an acceptable predictor of performance of devolved government in Kenya. The results imply that the model linking Individualised consideration to performance is statistically significant.

Table 6: ANOVA for Individualised Consideration

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.286	1	37.286	185.527	.000 ^b
	Residual	50.042	44	.201		
	Total	87.328	45			

a. Dependent variable: Performance of Devolved Governments

b. Predictors : (Constant), Individualised Consideration

Regression of Coefficients for individualised Consideration

Table 7 presents the regression of coefficients results. The findings show that there is a positive and significant relationship between individualised consideration and performance of devolved governments in Kenya as supported by p value of 0.000 and beta coefficient of (0.774). This implies that an increase in individualised consideration by 1 unit would increase the performance of devolved governments by 0.587 units. Ben-Hador (2016) examined organizational perceptions

regarding the coaching process as an evaluation tool for improving performance of senior managers in three sectors namely IT, service and industry in Israel. The research method used was multiple case studies based on the author's work with coached executives in eight. The research findings provided evidence of the intensity of the coaching practice as a tacit evaluating tool for organizational functioning and emerged that coaching is a process used for executive development.

Table 7: Beta Coefficients for Individualised Consideration

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-5.41E-005	.028		-0.02	0.999
Individualised Consideration	0.587	.043	0.774	13.621	0.000

A. Dependent Variable: Performance of Devolved Governments

Hypothesis testing for Individualised consideration and Performance of Devolved Government in Kenya

The hypothesis was tested by using multiple linear regressions (Table 7 above). The acceptance/rejection criteria were that, if the calculated t statistic was greater than the critical t statistics (1.96), the H_0 is rejected but if it less than 1.96, the H_0 fails to be rejected, The null hypothesis was that Individualised consideration has no significant statistical relationship on the performance of devolved government. The regression of coefficient results showed that the calculated t statistic (13.621) was greater than the critical t statistics (1.96). This indicated that the null hypothesis was rejected hence the study concluded that Individualised consideration has a significant relationship on the performance of devolved government in Kenya.

The study therefore rejected the null hypothesis:

H_{01} : Individualised Consideration has no significant relationship on the performance of devolved government in Kenya.

The results were fitted in the Model $Y=B_0+B_1X_1+e$

Y=Performance of devolved governments

X_1 =Individualised Consideration

Further, the study suggests the use of the following model;

Performance of devolved government in Kenya = -5.41E-005+0.587 X_1 individualised Consideration

Test for Hypothesis Two

A hierarchical regression model was used to test for the moderating effect. This helped to test the second research hypothesis that is Governance Structure has no significant moderating effect on the relationship between Individualised consideration and performance of devolved Governments in Kenya. The study therefore computed a moderating effect regression analysis.

H_{02} : Governance Structure has no significant moderating effect on the relationship between Individualised Consideration and performance of devolved Governments in Kenya.

The study used stepwise regression to establish the moderating effect of governance structure (M) on the relationship between Individualised consideration (X_i) and the performance of devolved government in Kenya (Y).

The results were fitted in three models as shown below

$$\text{Model 1: } Y = \beta_0 + \beta_1 X_1 + e$$

$$\text{Model 2: } Y = \beta_0 + \beta_1 X_1 + \beta_M M + e$$

$$\text{Model 3: } Y = \beta_0 + \beta_1 X_1 + \beta_M M + \beta_{M X_1} X_1 M + e$$

Where,

Y = Performance of Devolved Governments,

X_1 = Individualised Consideration

M = Governance structure

$X_1 M$ = Interaction term

From the model summary findings in Table 8, the first model is the regression between individualised consideration (X_1) without moderator and interaction. The Coefficient of determination R^2 for the first model (model 1) was 0.427, which was significant, showing that 42.7% of Performance of Devolved Governments can be explained by Individualised consideration alone. The p-value for the first model (0.000) was less than the selected level of significance (0.05), suggesting that the model was significant.

The findings in the second model, which used individualised consideration, governance structure and interaction term ($X * M$) as predictors, had an R-Squared of 0.609. This implies that 60.9% of Performance of Devolved Governments can be explained by both Individualised consideration and Governance structure. This implies that the introduction of governance structure in the second model led to 0.182 increase in r-squared, showing that governance structure positively moderates the relationship between individualised consideration and the performance of devolved government in Kenya. Dvir(2008) posit that through individualized consideration, a leader addresses individual analysis, team orientation, recognition, appreciation of others, teaching and impact with each of his/her team members, and encourages continued individual development. The study finding concurred with Vianney, Iravo & Namusonge, 2020; M^ugambi, Okeyo & Muthoka (2020) that devolved leadership and governance structures are critical for the effective and efficient service delivery by governments, and hence an important component of any political system with more than one level of government.

Table 8: Model Summary for Moderation Effect

i) Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.653 ^a	.427	.425	.44830	.427	185.527	1	44	.000
2	.780 ^b	.609	.609	.37105	.182	193.149	1	44	.000

a. Predictors: (Constant), Individualised consideration(X_1)

b. Predictors: (Constant), Individualised consideration , Governance Structure ($X_1 * M$)

From the model summary findings in Table 9, the F-calculated value for the first model was 185.527 and for the second model it was 193.149. Since the F-calculated values for the two models were higher than the F-critical values, the two models were a good fit for the data. Also, the p-values for both models were less than 0.05, an indication that they were significant. Therefore, the model could be used to predict the moderating effect of governance structure on the relationship between individualised consideration and performance of devolved government in Kenya.

Table 9: ANOVA for Moderation Effect

ii) ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.286	1	37.286	185.527	.000 ^b
	Residual	50.042	44	.201		
	Total	87.328	45			
2	Regression	53.184	2	26.592	193.149	.000 ^c
	Residual	34.144	43	.138		
	Total	87.328	45			

a.Predictors: (Constant), Individualised Consideration (X_1)

b.Predictors:(Constant), Individualised Consideration, Governance Structure ($X_1 * M$)

Further, by substituting the beta values as well as the constant term from the coefficient's findings in Table 10 for the first step of regression modeling, the following regression model will be fitted:

$$Y = -5.41E+0.587X_1$$

By substituting the beta values as well as the constant term from model 2 emanating from the second step in regression modeling, the following regression model was fitted:

$$Y = -4.452E-005 + 0.341 X_1 + 0.506 M$$

Further, upon introduction of the interaction term X_1M into the model, the beta values as well as the constant term from model 3 emanating from the third step in regression modeling, the following regression model was fitted:

$$Y = 0.030 + 0.324X_1 + 0.0451M - 0.145X_1M$$

In Model 1, The findings show that there is a positive and significant relationship between Individualised consideration and performance of devolved governments in Kenya as supported by p value of 0.000 and beta coefficient of (0.774). This implies that an increase in Inspirational motivation by 1 unit would increase the performance of devolved governments by 0.587 units.

In Model 2, The findings show that there is a positive and significant relationship between Individualised consideration and performance of devolved governments in Kenya as supported by p value of 0.000 and beta coefficient of (0.507). This implies that an increase in Individualised consideration motivation by 1 unit would increase the performance of devolved governments by 0.506 units. Additionally, the interaction effect between inspirational motivation and governance structure ($X * M$) is also significant and positive (Beta = -0.145, p = .000). hence statistically significant. From the results, it is clear that in presence of governance structure, the contribution of Individualised consideration towards Performance of Devolved Governments is significant. The results also supported the earlier views that Governance structure moderates the relationship between Inspiration motivation and Performance of Devolved Governments in Kenya. The results unveiled a moderate yet positive relationship between inspirational motivation displayed by

devolved government leadership and performance within the context of devolved governments in Kenya. The research findings were in accord with Indiya, Mise, Obura & Ojera (2021) who found out that governance structure increases the effect of quality management system adoption on organizational performance

Table 10: Beta Coefficients for Moderating effect

Model	iii) Coefficients						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
1 (Constant)	-5.41E-005	.028		.002	.999			
X ₁	.587	.043	.774	13.621	.000	1.000	1.000	
2 (Constant)	-4.452E-005	.023		-.002	.998			
X ₁	.341	.042	.380	8.051	.000	.709	1.411	
M	.506	.047	.507	10.746	.000	.709	1.411	
3 (Constant)	.030	.024		2.109	.036			
X ₁	.324	.042	.360	7.786	.000	.727	1.429	
M	.451	.048	.452	9.378	.000	.644	1.552	
X ₁ M	-.145	.038	-.162	-3.794	.000	.824	1.213	

a. Dependent Variable: Performance of Devolved Governments

b. Predictors: (Constant), individualised consideration (X₁)

c. Predictors: (Constant), Individualised consideration, Governance Structure (X₁*M)

Conclusions

The null hypothesis was, that there is no significant influence of individualized consideration on performance of devolved government in Kenya. The study found out that individualized consideration is statistically significant in explaining the performance of devolved governments in Kenya. This implies that leadership practice emphasizing individualized consideration have a notable and beneficial impact on overall performance of government institution. The study's findings show that higher levels of individualized consideration practices are associated with improved performance hence the need to emphasize the pivotal role it plays in the organization. Therefore, the study concluded that individualized consideration has a positive and significant relationship with the performance of devolved governments in Kenya.

Qualitative findings indicated that Individualized considerate leaders paid special attention to each staff needs for achievement and growth by acting as an advisor, coach, or mentor. In addition, respondents reported that the staff were motivated through training in order to boost their skills as well as there is reward system for staff who have performed exemplary in their work. This encouraged creativity amongst themselves and hence improve performance in the organisation. Correlation analysis results further affirmed the positive relationship between individualized consideration and performance within devolved governments in Kenya ($r = 0.774$, $p < 0.001$), as well as coefficient of determination between governance structure and inspiration motivation ($r = 0.609$, $p < 0.001$) Indicating that 60.9% of Performance of Devolved Governments can be explained by both Individualised consideration and Governance structure. The remaining 39.1% of Performance of Devolved Governments is explained by other factors not included in the model.

The individualised consideration had beta co-efficient of 0.510 and it had sub-construct like coaching & mentoring, mindset and resilience. This aspects catapults transformation leadership on performance of devolved governments. Further to it, the respondents mentioned the need to improve process in the devolved government and suggested it through ways of working like Job – rotations, cross - functional relations, creating connection and internal secondments as this supported them to come up with new ways of doing their jobs hence feel part and parcel of the organization thus improving performance in the organization.

The second research hypothesis tested was that there is no significant moderating effect of governance structure on the relationship between individualized consideration and performance of devolved government in Kenya. However, on the converse, the study found that governance structure is statistically significant in explaining individualized consideration and performance of devolved governments in Kenya. The influence was found to be positive, indicating that a governance structure that addresses issues of board structures, Legal framework and Resource mobilisation would lead to positive organizational performance. The findings highlight the interconnectedness of these factors within the governance structure and underscores the importance of considering external influence in understanding the dynamics between governance structure and performance in devolved governments. Therefore, the study concluded that governance structure has a significant positive moderating effect on the relationship between individualized consideration and performance of devolved governments in Kenya.

Recommendations

The study found that individualised consideration is crucial to successful performance of devolved government in Kenya and had positive significant relationship on performance of devolved government in Kenya. This implies that leadership practices emphasizing individualized consideration have a notable and beneficial impact on the overall performance of government institutions.

The study recommends that the leaders in devolved government in Kenya to consider pointing towards the importance of considering the unique needs and concerns of employees by demonstrating through coaching and mentoring, supporting career development, encouraging change of mind set through reward systems as well as encouraging resilience by fostering a positive work environment and thus enhancing performance within the context of devolved governments in Kenya. This will encourage them to spend time understanding the individual needs and capabilities of their team members and hence contributes to improved performance in organisation.

The study established that governance structure significantly moderates the relationship between individualized consideration and performance of devolved government. The study recommends that leaders in devolved government to create clear legal framework policy on devolution and on more specifically on devolved services to avoid conflict on functions of County and National government which may interfere with service delivery in devolved levels. Additionally, leaders in devolved governments to adopt policies that enhance transparency in government in order to reduce corruption and inefficiency while increasing performance in the Counties.

Recommendations for Further Studies

The study focused the relationship between of individualised consideration and performance of devolved governments in Kenya and therefore an area for further studies could consider the influence of individualized consideration on performance of National Government, Ministries, State Agencies, Parastatals Commissions as well as Private sector for the purpose of making a

comparison of the findings with those of the current study. This is crucial in driving forward the country's development agenda and their performance is of concern to the citizenry.

Future researchers could also consider introducing different variables other than Governance Structure in testing for moderation effect such as service delivery, budget utilization and political environment in devolved government. This will help in providing a more nuanced understanding of the intricate mechanisms at play. This exploration could help identify other key aspects apart from governance structures that are particularly responsive to performance thus offering targeted insights for organizational improvement.

REFERENCES

- Abass, M. K., Munga, J., & Were, E. (2017). The relationship between strategy implementation and performance in county governments of Kenya: A case study of Wajir County government. *International Academic Journal of Human Resource and Business Administration*, 2(3), 381-401.
- Armstrong, M. & Baron, A. (2004). Managing performance: performance management in action. *Human Resource Management*. London Kogan page
- Ayacko, G. O. M., K'Aol, G., & Linge, T. K. (2017). How organization structure moderates the influence of individualized consideration of judicial officers on the performance of judicial staff in Kenya. *Journal of Human Resource and Leadership*, 2(5), 40-60.
- Ben-Hador, B. (2016). Coaching executives as tacit performance evaluation: a multiple case study. *Journal of Management Development*, 35(1), 75- 88.
- Bennis, J. L., & Bush, M. W. (2009). Coaching in organizations: current trends and future opportunities. *OD Practitioner*, 2-7.
- Bennett, J. L., & Bush, M. W. (2009). Coaching in organizations: current trends and future opportunities. *OD Practitioner*, 2-7.
- Buchner, T. W. (2007). Performance Management Theory: A look from the performer's perspective with implications for HRD. *Human Resource Development International*, 10(1), 59-73
- Buil,I.,Martinez, E., & Matute,J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 7(7), 64-75.
- Dominici, G. and Guzzo, R. (2010) Customer Satisfaction in the Hotel Industry: A Case Study from Sicily. *International Journal of Marketing Studies*, 2, 3-12
- Dunphy, D., Griffiths, A. & Benn, S. (2013). Organizational Change for corporate evidence and implications, *Academy of Management Review*. New York: Doi.
- Dvir, D. (2008). Transferring projects top their final users; the effect of planning and preparations for commissioning of projects success. *The international journal of project management*. 23(4), 257-265.
- Elena-Iuliana , I., & Maria, C. (2016). Organizational Performance- A Concept That Self-Seeks to Find Itself. *Analele Universității Constantin Brâncuși Din Târgu Jiu : Seria Economie*, 1, 4, 179-183.
- Emerson, K., & Nabatchi, T. (2015). Evaluating the productivity of collaborative governance regimes: A performance matrix. *Public Performance & Management Review*, 38(4), 717-747.
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness. The Turkish case. *Journal of Management Development*, 27(7), 708-726

- Gachunga, H and Wamoto (2012): The effect of Career Development Activities on Employee Performance: A Case Study of World Agroforestry Centre *International Journal of Scientific Research and Management (IJSRM) Vol 11, NO 6(2012) Pagination: 121-142*
- Gonnah, B. J., & Ogollah, K. (2016). Effect of transformational leadership on the performance of commercial banks in Kenya: Case of Family Bank Limited. *International Academic Journal of Procurement and Supply Chain Management*, 2(1), 1-25.
- Guptal, D. J., & Singhal, C. A. 1993. Competing on resources: Strategy for the 1990s. *Harvard Business Review*, 73(4): 118-128.
- Hancott, D.E. (2014). The Relationship between Transformational Leadership and Organizational Performance in the Largest Public Companies in Canada. *Research Journal of Recent Sciences*, 3(1), 103-107.
- Hodliffe, M. C. (2014). *The development and validation of the employee resilience scale (EmpRes): The conceptualisation of a new model*. (Doctoral dissertation, University of Canterbury, Christchurch, New Zealand).
- Jung, D. I., & Avolio, B. J. (2009). Effects of leadership style and followers' cultural orientation on performance in group and individual task conditions. *Academy of management journal*, 42(2), 208-218.
- Kala (2014) A study on the relationship between the leadership styles and Ethical leadership *TIJ's Research Journal of Social Science & Management-RJSSM*
- Kalkavan, S. & Katrinli, A. (2014). The Effects of Managerial Coaching Behaviors on the Employees' Perception of Job Satisfaction, Organizational Commitment, and Job Performance: Case Study on Insurance Industry in Turkey. *Procedia - Social and Behavioral Sciences*, 150(15), 1137-1147.
- Karungani, W. P., & Ochiri, G. (2017). Effect of policy and regulatory framework on organizational performance: A case of Nairobi County, Kenya. *International Journal of Economics, Commerce and Management*, 5(6), 565-573.
- Kihara, A., Karanja, P., Kennedy, Ogolla. (2016). Influence of Organizational Structure on Performance of Large Manufacturing Firms in Kenya. *European Journal of Business Management. Vol 2 (11). 15-29*.
- Kumar, R, 2019: *Research Methodology: A step by step guide for beginners*. Sage Publications Limited.
- Kuntz, J. R., Näswall, K., & Malinen, S. (2016). Resilient employees in resilient organizations: Flourishing beyond adversity. *Industrial and Organizational Psychology*, 9(02), 456-462.
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243-255
- March, J. G., & Olsen, J. P. (1983). The new institutionalism: Organizational factors in political life. *American political science review*, 78(3), 734-749.
- Mankins, M., & Rogers, P. (2015). *The Decision-Driven Organization*. Harvard Business Review, June 2015
- Mugenda, A. G., & Mugenda, A. G. (2013). *Research methods dictionary*. Nairobi, Kenya: Applied Research & Training Services
- Muriu, A. R. (2012). Decentralization, citizen participation and local public service delivery: A study on the nature and influence of citizen participation on decentralized service delivery in Kenya (Master's thesis, Potsdam: Universitätsverlag Potsdam).
- Mwaniki B. M. (2015) *Influence of Micro-Finance Institution in Transforming Micro, small and medium Enterprises into viable Business in Kenya*. Unpublished PhD Thesis, JKUAT Nairobi
- Nyakundi, A. (2017). Factors Influencing Implementation of Monitoring and Evaluation Processes on Donor Funded Project. *Journal of Business and Management*, 4(2), 33-38.

- Neely, A.Gregory, M.and Platts, K. (1995). *Performance Measurement System design and Literature review and research agenda*. *Int. Journal of production management* Vol 15
- Ogola, M., Sikalieh, D., & Linge, T. (2017). The Influence of Intellectual Stimulation Leadership Behavior on Employee Performance in SMEs in Kenya. *Journal of Management Studies*, 5(1) 45-81.
- Ongore(2011) The relationship between ownership structure and firm performance: An empirical analysis of listed companies in Kenya *African Journal of Business Management* Vol.5 (6), pp. 2120-2128, 18 March, 2011 in Kenya
- Opiyo, S., Guyo, W., Moronge, M., & Odhiambo, R. (2017). *Role of Conflict Management as an Essential Element of Public Participation in Enhancing Performance of Devolved Governance Systems in Kenya*
- Orabi, T, G, A. (2016). The Impact of Transformational Leadership Style on Organizational Performance: Evidence from Jordan. *International Journal of Human Resource Studies*, 6 (2). 44-253.
- Ragins, B. R., & Kram, K. E. (2007). *The handbook of mentoring at work: Theory, research, and practice*. Thousand Oaks, CA: Sage .
- Robbins, K. (2012). Organizational culture: An examination of its effect on the initialization process. *Southern Business Review*, 25, 1-13.
- Sisulu, L. (2012). Public Service Corporate Governance of Information and Communication Technology Policy. Ministry of public service and administration, Republic of South Africa, p.14. *Society Review*. London: Routledge,
- Shen, C., & Zou, H. F. (2015). Fiscal Decentralization and Public Services Provision in China. *Annals of Economics and Finance*, 16(1), 53-78.
- Thai, K.V. (2009) Implementation Challenges of the Public Procurement Act by Selected Metropolitan, Municipal and District Assemblies in the Ashanti Region, Ghana
- Tonin, M., & Vlassopoulos, M. (2015). Are public sector workers different? CrossEuropean evidence from elderly workers and retirees. *IZA Journal of Labor Economics*, 4(1), 11.
- Vianney, Iravo & Namusonge, 2020; M^ugambi, Okeyo & Muthoka(2020): Influence of Devolved Leadership Structures on Service Delivery in County Governments in Kenya, *World Journal of Innovative Research (WJIR) ISSN: 2454-8236, Volume-13, Issue-3, September 2022 Pages 11-20*
- Wagana, D. M. (2017). *Effect of Governance Decentralization on Service Delivery in County Governments in Kenya* (Doctoral dissertation, COHRED, JKUAT).
- Wambua, K. C. (2014). Decentralization of Government Operations and Service Delivery Performance by County Governments in Kenya.
- Yasin, G., Nawab, S., Bhatti, K. K., & Nazir, T. (2014). Relationship of Intellectual Stimulation, Innovations and SMEs Performance: Transformational Leadership a Source of Competitive Advantage in SMEs. *Middle-East Journal of Scientific Research* 19 (1), 74-81.
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.
- Yukl, G. (2012). *Leadership in Organizations. (7th Ed.)*. Upper Saddle River, NJ: Prentice Hall
- Yussuf, A. A. (2016). *Challenges in the Strategy Implementation of Mandera County Government* (Doctoral dissertation, University of Nairobi).