



INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF THE DEVOLVED SYSTEM OF GOVERNANCE IN MANDERA COUNTY, KENYA

¹Guliye Abdi Yunis, ²Dr. Kihiko Jack

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

In Today's world we Transformational leaders who leads and work with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. The purpose of the study was to examine Influence of Transformational Leadership on the Performance of the Devolved System of Governance in Mandera County, Kenya. There are two research objectives that were guiding the study were to examine how idealized leadership on performance of devolved system of governance; to establish how inspirational leadership on performance of devolved system of governance; The study was based on Transformational leadership Theory, Contingency theory. The study will employ the descriptive survey research design. The study targeted 200 employees in the county. Questionnaires were used to collect the required information from the respondents. A pilot study was conducted to pre-test the reliability and validity of the instrument. Both descriptive and inferential statistics was adopted for the study. The quantitative data was analyzed by using descriptive statistics which includes frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which established the relationship between variables. Data was analyzed by the use of a statistical software SPSS version 23, this further depicted that the variables under study (the independent variable had a significant influence on the dependent variable). Data was presented in the form of tables and charts. From the findings mentioned earlier, it can be concluded that Inspirational motivation Idealized influence affect Governance in Mandera County Government. Many of the respondents thought there should be more leadership support on the issue of Governance in Mandera County Government For effective performance of Governance in Mandera County Government the following recommendations were made. Training on importance of transformative leadership to be continuous. There should be incentive to those who practice transformative leadership, Room for farther research are as for follow. The researcher dealt with only the above four factors that affect Governance performance there need to be more areas to be looked and relooked. There is need to use other methods of study to see whether the same result can be realized. This research was concentrated in Mandera County, there is need to have a wider research on the topic covering a wider area to compare the findings.

Key Words: Transformational Leadership, Performance of the Devolved System of Governance, Idealized Leadership, Inspirational Leadership

Background of the Study

Leadership is the action of equipping and developing of followers, as well as providing direction on issues and deployment of resources towards an organization's goals and objectives (Daft, 2015). The performance and sustainable success of organizations rests on the leadership. Daft mentions that there exist different types of leadership, such as visionary, charismatic, transactional, autocratic, and transformational. In transactional leadership, the leader promotes compliance by followers through various tactics such as rewards and punishment. In charismatic leadership, the leader provides guidance through charm and persuasion. For transformational leadership, the leader works with subordinates or followers to identify needed change, creates a vision to guide the change through inspiration, and executing the change in close collaboration with committed members of a team (Bell & Menu, 2012).

Transformational leadership style results in progressive change in individuals and social systems. This study was about the influence of transformational leadership style on the performance of judicial staff. Leadership drives organization performance (Jestaz, 2014). Deloitte's 2015 Global Human Capital Trends report, one of the largest longitudinal studies of talent, leadership, and human resource challenges and readiness around the world, observes that a focus on leadership is the key to building sustainable organization performance (Deloitte, 2015). Effective leadership is a consequence of leadership style and behavior that results in the achievement of desired organizational outcomes (Yukl, 2012).

The four dimensions that represent Transformational leadership according to Bass and Avolio (2009), are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This study focused on two, Idealized influence which is the charismatic behavior that inspires followers to trust and identify with their leader and their mission and Inspirational motivation which is the ability to articulate shared goals and a clear, compelling vision that arouses followers and promotes positive expectations.

The behavioral attributes of each of the four Transformational leadership dimensions enables the leader to encourage employees to utilize their skills, knowledge and experience in the organization, leading to improved performance both at individual, team and organization level (Deinert, Homan, Boer, Voelpel, & Gutermann, 2015). Studies on transformational leadership and its impact on organization performance have shown that it leads to improved performance at organizational level (Ogbonnaya & Nielsen, 2016), performance of top management (Nguyen, Mia, Winata & Chong, 2017; Zhang, Li, Ullrich, & van Dick, 2015) as well as performance of subordinates in general (Herman & Chiu, 2014).

Statement of the Problem

The Transformational leaders on project management committee member in influencing performance of committee members on National Government funded project on constituencies is a critical factor in project management success and sustainability (Zhang et al., 2015). Upper echelon theorists have observed that the Transformational leadership style drives overall organizational performance (Hambrick et al., 2015). The Constituency Development Fund has been a development strategy put in place by the government to ensure resource allocation in an equitable manner to all constituencies nationwide. The fund is administered from the national treasury and a national committee to oversee it is sanctioned by parliament. The committee has power to approve the spending plans in all the constituencies driven by the proposals made by the public.

The Constituency Development Fund has been in place from the year 2003. Much has been achieved in terms of development activities facilitated by the fund nationwide. While studies on transformational leadership have consistently noted an underlying process through which transformational leaders exhibit their influences on performance of their follower's and organizations, there is a growing research need targeted at senior management levels. This is

because, although successful corporate performance is often attributed to the CEO, Densten (2016) argues that senior managers also make strategic decisions critical to corporate success or failure and thus it is important for researchers to equally focus on performance at the senior management level.

At a global context, a study by Latham (2013) among 49 organizations that received the Baldrige Award in Canada established that 28% of the CEOs that led successful organization transformations during their tenure applied transformational leadership behaviors to align individual, group, and organization goals and achieve superior performance. Yucel, McMillan and Richard (2014) from a study of Fortune 500 companies in Turkey demonstrated the strength of the CEO 's transformational leadership behaviors in encouraging higher levels of performance by adopting a transformational leadership approach with senior managers. These studies suggest that there are unique influences of transformational leadership style on performance at the senior management organizational level which presents leadership scholars with new research directions.

In Africa, studies on the effect of transformational leadership behaviors on performance have shown a positive link to organization performance in Egypt 's multinational organizations (Metwally 2014). This is despite research findings indicating that senior management selection leads to improved organization performance (Muchemi, 2013).

The 2015 report indicated that there were audit queries in one hundred and thirty-five constituencies touching on the spending and budgetary appropriations made toward community projects by the constituency development fund. This was an indication that more than half of the constituencies in the said year had accountability issues which had drawn the attention of the watchdog apparatus. It is against this background that study sought to examine influence of transformational leadership on performance of devolved system of Governance. A case of Mandera County.

Objectives of the Study

The study was guided by the following objectives:

General Objective

The general objective of the study was to examine influence of Performance of the Devolved System of Governance in Mandera County, Kenya

Specific Objectives

The study was guided by the following specific objectives:

1. To examine how idealized effect on Performance of the Devolved System of Governance in Mandera County, Kenya.
2. To analyze how inspirational on Performance of the Devolved System of Governance in Mandera County, Kenya.

LITERATURE REVIEW

Theoretical Review

Transformational leadership Theory

In discussing transformational leadership theory Barn (2008) defined transformational leadership in terms of how the leader affects followers, who are intended to trust, admire and respect the transformational leader. He identified three ways in which leaders transform followers: Increasing their awareness of task importance and value; getting them to focus first on team or organizational goals, rather than their own interests; and activating their higher-order needs.

In his proposition, charisma is seen as necessary, but not sufficient, as an attribute of a transformational leader. The deficiency of charismatic leadership could be alluded to charismatic movie stars who may not make good leaders. However, the two key charismatic effects that transformational leaders achieve are to evoke strong emotions and to cause identification of the followers with the leader. This may be through stirring appeals. It may also occur through quieter methods such as coaching and mentoring (Barn, 2000).

Bass has recently noted that authentic transformational leadership is grounded in moral foundations that are based on four components: Idealized influence; Inspirational motivation; (Barn, 2006). The three moral aspects include: the moral character of the leader; the ethical values embedded in the leader's vision, articulation, and program; and the morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue (Barn, 2008).

Transactional theory

The concept of transactional leadership was first mentioned by Max Weber in his socio-economic considerations of the organization. Twenty-seven years after his death and publishing a reprint of his book, academic and professional audience accepts his definition of leadership (Webber, 1947). This form of leadership is also focused on maintaining the status quo, so transactional leadership present traditional approach of leadership. First Bass's research of transactional and transformational leadership led to his conclusion that transactional leaders can be successful in a short period of time, but the leadership must focus on the changes, if they want to continue to retain a leadership position.

Conceptual Framework

A conceptual framework is a structured representation of abstract concepts that reflect the observational, experiential, and analytical aspects of a process or system. It outlines the relationships among variables to guide the achievement of research objectives (Mugenda & Mugenda, 2003). The conceptual framework is illustrated in Figure 2.1.:

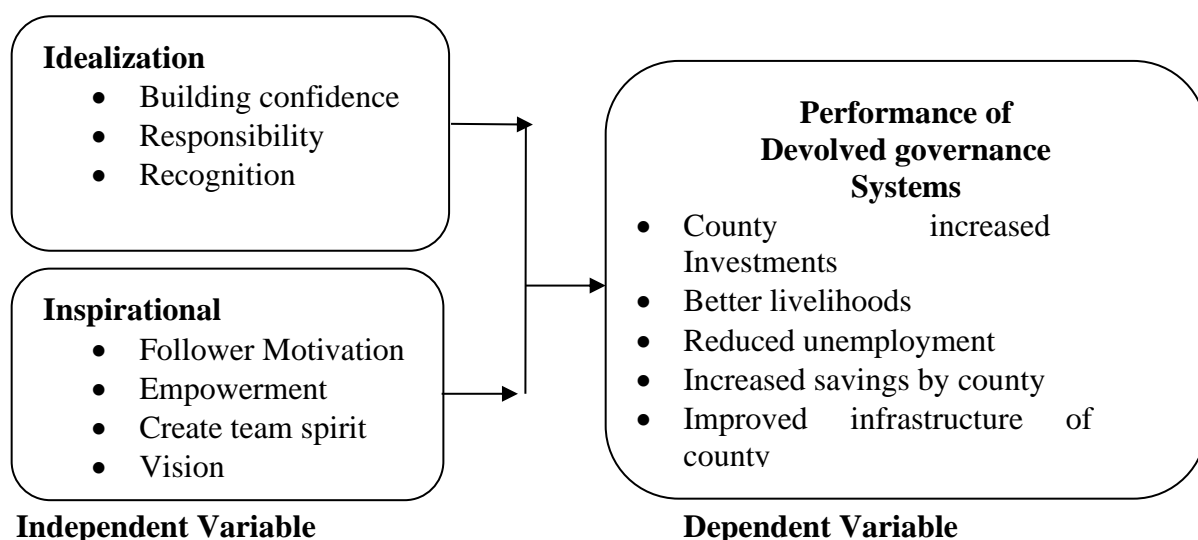


Figure 2.1: The Conceptual Framework

Idealization

Idealized behavior refers to how the leaders build confidence and trust in the followers and also acts as a role model to them (Bono and Judge, 2004, Stone, Russel and Patterson, 2003). Idealized behavior has two main components, namely idealized attributes (also called attributed charisma) and idealized behaviours (Yukl, 2006).

Prabhakar (2012) conducted a study on switch leadership in Pakistan projects an empirical study reflecting the importance of transformational leadership on project success across twenty-eight nations observed that effective project manager leadership is an important success factor on projects (Lechler, 2008). Project managers who employ transformational leadership and, more specifically, idealized influence taking care of team members' recognition, in conjunction with recognition-oriented approach, enjoy more project Implementation as defined by Pinton (2008).

Inspirational

Inspirational motivation is a critical dimension of transformational leadership that embodies a leader's ability to articulate a compelling vision that energizes and motivates the entire organization or team. Transformational leaders use inspirational motivation to help followers visualize a promising and appealing future, imbuing their work with meaning and purpose (Bass, 1985; Kouzes & Posner, 2012). By setting high standards and clear expectations, these leaders challenge followers to exceed their own perceived limits and contribute enthusiastically to organizational goals (Northouse, 2016). This motivational approach fosters optimism, enthusiasm, and commitment, enabling teams to navigate through uncertainty and complexity with a shared sense of purpose (Yukl, 2013).

Kelly (2003) and Stoney (2003) emphasize that transformational leaders use inspirational motivation to embed followers within the organizational culture, promoting identification with its values and goals. This sense of belonging enhances follower engagement and willingness to invest discretionary effort. In the context of project management, Keegan (2009) argues that traditional leadership theories may not fully capture the dynamic and temporary nature of project teams, suggesting the need for leadership styles that emphasize charisma and vision articulation. He notes that project managers often require transformational behaviors such as inspirational motivation to influence and mobilize diverse teams effectively.

Further research by Antonakis et al. (2003) supports the idea that inspirational motivation positively correlates with team performance and satisfaction, as motivated teams are more likely to persevere through challenges and demonstrate higher creativity and innovation. Moreover, inspirational motivation helps in building psychological resilience among followers, which is essential during demanding phases of project implementation (Avolio & Bass, 2004). Thus, inspirational motivation not only drives performance but also nurtures a positive climate that sustains long-term organizational success.

Performance of Devolved System of Governance

The performance of devolved systems of governance has become a critical area of study, especially in relation to the successful implementation of public service projects such as water and drainage infrastructure. Decentralization and devolution aim to bring government services closer to the people, enhance local participation, and improve efficiency in project delivery (Smoke, 2015). Empirical studies have demonstrated that devolved governance structures, when effectively managed, can significantly improve both project implementation rates and social outcomes.

Jaramillo (2013) investigated the role of collaborative community engagement through participatory budgeting (PB) in regional governments in Peru. The study found that PB not only increased transparency and accountability but also led to a significant rise in the number of water and drainage system projects implemented. This participatory approach empowered local communities to have a voice in prioritizing development projects, thereby improving the responsiveness of regional governments. Importantly, Jaramillo noted a measurable improvement in public health outcomes, with reductions in waterborne diseases attributed to better infrastructure and community involvement.

Similarly, Caz (2015) explored the role of Autonomous Communities (A.C) governments in Spain and found that decentralized funding mechanisms accelerated the implementation of water and drainage projects. This expedited delivery contributed directly to enhanced agricultural productivity by ensuring reliable water supply and effective drainage. The study also highlighted the broader socio-economic benefits, including increased agricultural incomes for rural farmers, which fostered local economic empowerment. The evidence supports the notion that devolved governance, when combined with adequate financial resources and local autonomy, promotes sustainable rural development and poverty alleviation.

Further evidence from Shygonskyj and Shygonska (2016) supports these findings in the context of Ukraine's oblast-level governance. Their study documented how funding and management of water and drainage projects by oblast governments resulted in reduced incidence of waterborne illnesses in public hospitals. This outcome not only reflects improved health standards but also points to enhanced capacity of devolved units to address community needs effectively. The study underlined the importance of local government accountability and the capacity to mobilize and allocate resources efficiently within devolved systems.

Collectively, these studies affirm that devolved governance systems enhance the performance of public infrastructure projects by promoting local participation, improving resource allocation, and fostering accountability (Faguet, 2014; Ribot, 2002). Successful implementation under devolved systems depends on factors such as institutional capacity, community engagement, clear fiscal transfers, and robust monitoring mechanisms (Agrawal & Ribot, 1999). When these elements are in place, devolved governance can lead to better service delivery, improved health outcomes, and greater socio-economic development at the local level.

RESEARCH METHODOLOGY

According to (Mcmillan & Schumacher, 2001) a research design is a plan for selecting subjects, research sites and data collection procedures to answer the research questions. It is the conceptual framework within which research is conducted and constitutes the blueprint for the collection of data and the analysis thereof of the collected data. Primarily a descriptive study is concerned with determining the frequency with which something occurs or the relationship between variables. In this study the targeted respondents are in a total of 200 comprising of MCAs, wards representatives, County executive secretaries and Head of Departments in the County since these are the people involved in the day to day running and managing the county and thus, are well conversant with the subject matter of the study.

The sampling frame for this study consisted of all MCA wards representatives, County executive secretaries and Head of Departments in the County since these are the people involved in the day to day running and managing the county and thus, are well conversant with the subject matter of the study. The sample size is guided by (Mugenda & Mugenda, 2003) who postulation that when the population of a study is more than 10,000 individuals, 384 of them are recommended for as the desired sample size given that the Z statistic is 1.96 at 95% confidence level as shown in the following formula.

$$n = \frac{Z^2 pq}{d^2}$$

Where; n= the desired sample size (if the target population is greater than 10,000)

Z= the standard normal deviate at the required confidence level

P= the proportion in the target population estimated to have characteristics being measured

Q= 1-p

D= the level of statistical significance set.

$$384 = \frac{(1.96)^2 (.50)(.50)}{(.50)^2}$$

Where the target population required is less than 10,000 the required sample size will be smaller and will be calculated using the following formula:

$$Nf = n / \{ 1 + (n/N) \}$$

Where: Nf = the desired sample size (When population is less than 10,000)

n = the desired sample size (when population is more than 10,000)

N = the estimate of population size

$$nf = n / (1 + n/N) = 384 / (1 + 384/200) = 132$$

Therefore, as indicated above, the study being descriptive used a sample size of 132 respondents as the desired sample size. This study adopted Simple Random sampling technique. Primary data was collected by administering open and close-ended questionnaire to the respondents. Both descriptive and inferential statistics was adopted for the study. The quantitative data was analyzed by using descriptive statistics which includes frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which established the relationship between variables. Data was analyzed by the use of a statistical software SPSS version 23.

RESEARCH FINDINGS AND DISCUSSION

Demographic information of sample population, of the 132 questioner's issued for this study 118 were returned while 14 were not returned this represents 90% of the questioners under study that were returned while 10% were not returned. According to (Mugenda & Mugenda, 2014) any study that has more than 50% respondents rate qualifies to be adequate for the study.

Descriptive Analysis

The main characteristics of the data are quantitatively described in the descriptive statistics. In the descriptive statistics summaries about the sample population responses are provided. The mean, median, mode, minimum, maximum, the standard deviation and the skewness in relation to the independent, dependent and mediating variables are presented in the Table below.

Table 1: Independent and Dependent with the mean, median, mode, standard deviation and skewness

Variable	No	of	Mi	Ma	Mea	Medi	M	Std	Skewne
Independent Variables	Measures		n	x	n	an	ode		ss
1 Inspirational motivation	13		2	5	3.8	4	4	0.7	-0.21
2 Idealized influence	6		2	5	3.97	4	4	0.68	-0.6
Dependent variable									
3 Governance	15		2	5	3.84	4	4	0.54	-0.3

Idealized influence

The third regression analysis examined the full model, with idealized influence as the independent variable and governance in Mandera County Government as the dependent variable. The results indicated that years of experience, implementation of transformational leadership, and leadership support all significantly affect governance in Mandera County Government. The regression equation for the model is: Governance in Mandera County Government = 0.590 + 0.158(leadership support) + 0.142(years of experience) + 0.192(implementation of transformational leadership)

Table 2: Regression coefficients on Idealized influence and Governance in Mandera County Government

Model	Unstandardized Coefficients		Standardized Coefficients		
	Beta	Std. Error	Beta	T	Sig.
(Constant)	0.59	0.432		1.355	0.178
leadership support	0.158	0.61	0.185	2.572	0.011
years of experience	0.142	0.45	-0.195	-1.514	.000
Implementation of transformative leadership	0.192	0.063			0.025
			-0.127	2.267	

The R-squared value indicates that 50.9% of the variation in governance performance can be attributed to years of experience and the implementation of transformational leadership. The adjusted R-squared value is 0.466.

Correlation Analysis

In this section the Pearson Correlation analysis was done to examine how the various variables are related and the strength and directions of their relationships. According to Mugenda & Mugenda (2014), correlation technique is used to analyses the degree of relationship between two variables. Variables for further statistical analysis such as regression analysis are selected based on the value of their correlation coefficient. The computation of a correlation coefficient yields a statistic that ranges from -1 to +1. This statistic is called a correlation coefficient (r) which indicates the relationship between the two variables and the bigger the correlation the stronger the coefficient between the two variables being compared (Carver *et al.*, 2009).

Table 3 Correlation Matrix

		1	2	3
1	Governance in Mandera County Government	1		
2	Inspirational motivation	.383**	1	
3	Idealized influence	.247**	.324**	1

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

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

The correlation coefficient results in Table 3 above indicate that according to the study, there was a highly significant linear correlation between the independent variables and the dependent variable.

Regression Analysis

In the previous section, the focus was on measuring the relationships between the variables. Here, the research takes a step further. In regression analysis, we fit a model to our data and use it to forecast the value of the dependent variable from one or more independent variables. This research uses multiple regression analysis (with more than one predictor) to determine the value of the dependent variable. To assess the influence of idealized influence, and inspirational motivation on governance in Mandera County Government, the researcher conducted a regression analysis. The model for this research contains both the independent and dependent variables.

The following regressions were analyzed: In regression analysis, several key terms are important for understanding the results. The constant represents the value of the dependent variable when all independent variables are equal to zero. In other words, it is the point where the regression line intersects the Y-axis on a graph. This constant reflects the starting value of the outcome when there is no influence from any predictors or control variables (Field, 2009). The beta coefficient (unstandardized regression coefficient) indicates the strength and direction of the relationship between each independent variable (predictor) and the dependent variable. It shows how much the outcome variable is expected to change when the predictor variable increases by one unit, measured in the units of the predictor itself (Field, 2009).

The R-square value, or coefficient of determination, explains the proportion of the variance in the dependent variable that is accounted for by the independent variables in the model. Essentially, it reflects how well the predictors explain the outcome (Field, 2009). Finally, the adjusted R-square provides a more accurate measure by accounting for the number of predictors in the model, adjusting for the potential loss of predictive power due to overfitting. This value estimates how much variance in the dependent variable would be explained if the model were applied to the entire population from which the sample was drawn (Field, 2009).

Summary of the Regression Coefficients

The findings indicate a significant relationship between most independent variables and governance in Nyeri County, with a t-test value of 0.8315 ($p = 0.00$). The regression coefficients for Inspirational Motivation, Idealized Influence were all significant ($p = 0.0045$, 0.004 , 0.00 , and 0.00 , respectively). Only coefficients with p-values less than 0.05 are considered significant, indicating that all four variables strongly predict governance performance in Mandera County. The derived regression equation is:

$$\text{Governance in Mandera County Government} = 0.6095 + 0.667 \times \text{Inspirational Motivation} + 0.348 \times \text{Idealized Influence}$$

Table 4: Regression Coefficients

	Coefficients	Std. Error	t Stat	P-value
Intercept	0.6095	0.07	2.175	0
(Inspiration Motivation)	0.667	0.173	5.602	0.004
(Idealized Influence)	0.348	0.28075	1.624	0

Answers to the Research Questions

Does Idealized Influence Affect Governance in Mandera County?

The research found that 95% of respondents agreed that idealized influence—a leader's ability to serve as a role model and instill trust—is crucial for effective governance. Of these, 70%

were members of the public and 30% were county staff, indicating a broad consensus on the value of this leadership attribute. This finding suggests that when leaders act with integrity and inspire admiration, they significantly enhance the performance of devolved governance structures.

What is the Influence of Inspirational Motivation on Governance in Mandera County?

Regarding inspirational motivation, 70% of the respondents affirmed that leadership support plays a key role in capacitating governance functions. This suggests that visionary and motivating leadership contributes to better coordination, commitment, and policy implementation within county government operations. Conversely, a lack of inspirational motivation among leaders can undermine morale and reduce administrative effectiveness.

Conclusions

The study concludes that transformational leadership—particularly the components of inspirational motivation, idealized influence,—has a significant impact on the performance of devolved governance in Mandera County. These elements collectively shape the effectiveness, responsiveness, and integrity of local government institutions. The data points to a pressing need for stronger leadership support and strategic alignment with transformational principles to realize more inclusive and effective governance outcomes. Furthermore, the study underscores the importance of public perception and participation in shaping governance practices. As leadership improves in its ability to engage, inspire, and empower both staff and citizens, so too will the capacity for county governments to address developmental challenges and meet service delivery expectations.

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