



## INSPIRATIONAL MOTIVATION AND PERFORMANCE OF DEVOLVED GOVERNMENTS IN KENYA

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### 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 establish how inspirational motivation relates to the performance of devolved government in Kenya and to assess the moderating effect of governance structure on the relationship between Inspirational motivation 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 Inspirational Motivation. Additionally, the governance structure was found to have a strong positive moderating effect on the relationship between inspirational motivation and performance of devolved government in Kenya. Based on the findings of the study, it is recommended that devolved governments in Kenya consider the adoption of inspirational motivation aspects that encourage communication, embrace team work and propagation of positive culture as this will improve performance as well as taking into account the governance structure factors that influence their operations in the organisation.*

**Keywords:** Inspirational motivation, 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). Inspirational motivation is one of the four components of transformational leadership style identified as an independent variable in this study. Inspirational motivation refers to leaders who communicate high expectations to followers, inspiring them to be committed and to be part of organizational objectives. This study looked at various attributes of inspirational motivation which include communication, team work and Culture. Scholars examining inspirational motivation assert that the leaders are great communicators who make the vision comprehensible, specific, influential and engaging (Balyer, 2012). In addition, they engage in clearly communicating high expectations to followers and increase team spirit and enthusiasm. Effective communication between the leader and subordinates has been linked to positive organizational outcomes such as high performance (Asamu, 2014).

Team work plays a crucial role in overall performance of devolved government in Kenya. It has been empirically found to be a measure of inspirational motivation and to have a positive relationship with organizational performance. Leaders with inspirational motivation are able to create a strong sense of team spirit among followers as a means of inspiring them towards the realization of stated organizational outcomes (Bass & Riggio, 2006). According to Magee K. (2002) describe organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. The sharing of these beliefs and values create a business culture (Azhar, 2003). Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals. Stafford and Miles (2013) observed that organizational culture has a high impact on how individuals set personal and professional objectives that empower individuals to carry out objectives which prompt assignments/exercises being undertaken.

Inspirational Motivation is instrumental in promoting cooperation and teamwork by instilling in team members the desire to work toward a common goal. The positive nature of the relationship

underscores the importance of inspirational motivation in fostering a motivated and goal-oriented work environment within devolved governments in Kenya. Edoka (2012) emphasized the need for African countries to adopt transformational leadership since it is important in improving performance of the employees. Oluseyi and Ayo (2009) noted that effective leadership was crucial in African organizations.

### **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) highlights 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 to 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. 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 establish how inspirational motivation relates to the performance of devolved government in Kenya as well as providing valuable insights to the dynamics of governance and leadership.

### **Research Objectives**

1. To establish how inspirational motivation relates to the performance of performance of devolved Governments in Kenya
2. To assess the moderating effect of Governance Structure on the relationship between Inspirational motivation and performance of devolved Governments in Kenya.

### **Research Hypothesis**

**H<sub>01</sub>:** There is no significant relationship between Inspirational Motivation Performance of devolved Governments in Kenya.

**H<sub>02</sub>:** Governance Structure has no significant moderating effect on the relationship between Inspirational Motivation and performance of devolved Governments in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Transformational leadership theory**

Burns (1978) first introduced the concept of transformational leadership in his research on political leaders and the main principle in this theory is the processes in which the leaders and the subjects help each other advance to a higher level of morale and motivation. Another researcher, Bernard M. Bass (1985), extended the work of Burns (1978) by explaining the psychological mechanisms that underlie transforming and transactional leadership; Bass also used the term transformational instead of transforming. Bass added to the initial concepts of Burns (1978) to help explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance. The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel

trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. Both Burns (1978) and Bass's (1985) theories explained the interaction between employees and management especially how the relationship between employee and management is managed in ways that ultimately leads to employees going beyond their self-interest in support of organizational targets.

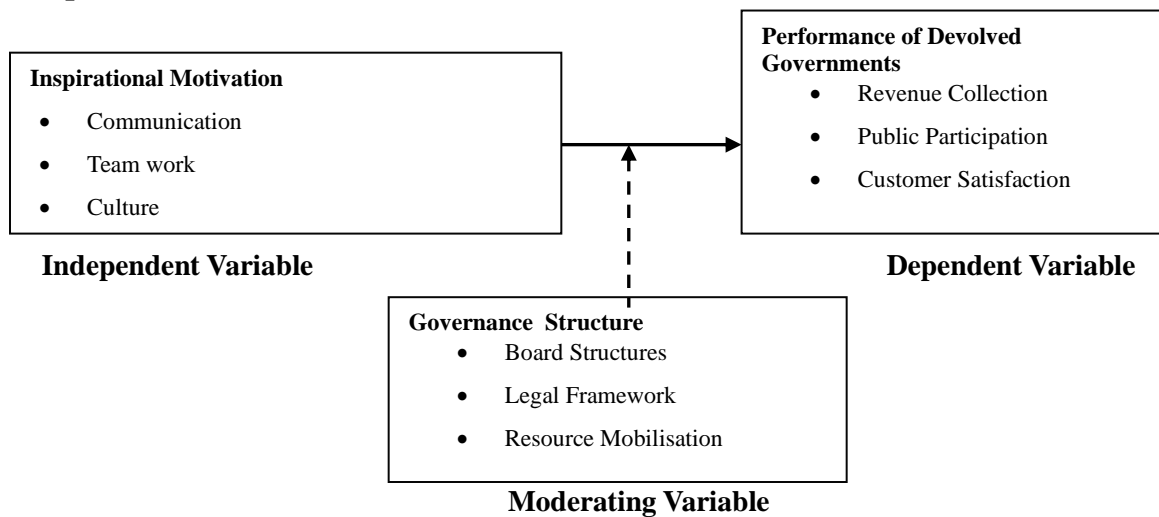
The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. Finally, in contrast to Burns, Bass suggested that leadership can simultaneously display both transformational and transactional leadership. Research over the years has shown that transformational and transactional leadership positively predicts a wide variety of performance outcomes including individual, group and organizational level variables (Bass & Bass 2008). Transformational leadership theory is a prominent representative of the new theories that have occupied center stage in leadership research in the last two decades. Yusuf (1998) established the concept of transformational leadership and emphasized that transformational leaders inspired groups to work towards achieving the common goals. The Theory is relevant with inspiration motivation since it encourages worker to work towards common goals of the counties performance.

### **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 & Vlasopoulos, 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**

## Inspiration Motivation

According to Northouse (2013) inspirational motivation is about raising the consciousness of employees by motivating and inspiring them to demonstrate commitment to the vision and mission of the group in the organization. Inspirational motivational leaders enhance subordinate task and job autonomy that results to high performance. Leaders display inspirational motivation when they encourage employees to do their best and achieve beyond expectations. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. The followers are willing to invest more effort in their tasks; they are encouraged and optimistic about the future and believe in their abilities. The ability to communicate positively about the future encourages, facilitates team spirit and motivates that enables followers to view their challenges as mere huddles as they work together to achieve the overall objective or goal of the organization (Bass & Bass, 2008). Organizational communication encompasses the actions of sending and receiving messages through various levels of authority and using various message structures to discuss varied topics of importance to the organization that an individual belongs to or works for (Desmidt, Prinzie & Decramer, 2011).

Leaders communicate an attractive future and exude confidence that the vision is achievable. The leader creates team work and morale in the followers to achieve the goals (Bass & Bass, 2008). By doing so, the leader is confident that the goals and objectives of the organization will be achieved. Teamwork is the collaboration of team efforts to complete a task or to achieve a common goal in the most efficient and effective way (Salas, Cooke & Rosen, 2008). Teamwork influences employees performance positively (Khan, & Mashikhi, 2017). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2015). Organizations which emphasize more on teams results in greater productivity, better problem solving at work and increased employee job performance (Cohen & Bailey, 1999). Teamwork has been identified as a strong moderating factor in transformational leadership studies (Mathieu, Kukenberger, D'Innocenzo, & Reilly, 2015). Transformational leaders attempt to nurture the spirit of teamwork and commitment by clarifying the vision, mission, and strategic goals of the organization and creating a strong sense of determination among the employees (Martin, 2017). Employees feel motivated by their leaders and leaders recognize

others and celebrate their success. This was also noted by Jogulu (2010) who concluded that a team collaborates in their professional work in an enterprise or on some assignment, sharing accountability and responsibility for obtaining results.

According to Stafford and Miles (2013), organizations should continually include employees and specifically address culture during planning by assigning dedicated resources to engage people and start to map cultural differences as they progress. Deal & Kennedy (1982)'s framework defined organizational culture as the way things get done around the organization. Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other. Transformational leaders play a significant role in shaping the culture of an organisation. Culture may have a big influence on the performance of all organizations worldwide. This is a practice that cannot just be assumed as it has both positive and negative effects as far as performance is concerned. When employees are made aware of the culture of their company they will appreciate both the organization's past and present system of operation. This gives direction about the way to behave in the future and also promote the organization's way of life by enhancing shared feelings. Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals.

### **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. The CSPB is required to discharge its functions using guidelines encapsulated in Chapter 6, 10 and Article 232 of the Constitution, the Leadership and Integrity Act, the Public Officers Ethics Act and the Ethics and Anti-Corruption Act.

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. The legal framework 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. Legal framework for devolved systems often include legislation governing local governments within 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. The county government has adopted structures and financial systems that were previously used by local authorities (Republic of Kenya, 2010).

### **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**

According to Oluseyi and Ayo (2015), inspirational motivation is shown when leaders articulate appealing visions of the employees and encourage them to take up ambitious goals. Ndisya (2016) examined the application of components of transformational leadership at Safaricom in Kenya. The author used structured questionnaire and proportionate stratified sampling was used to collect data from a sample size of 109 respondents. The study found a positive relationship between inspirational motivation and staff performance. Respondents on average mostly agreed with the presence of motivation to accomplish organizational goals and objectives, support for team building, leader's demonstration of the tasks employees should do, and assisting employees find meaning in their work. The research concluded that changes in the inspirational motivation had significant changes in employee performance such that when inspirational motivation increases, there would be a similar increase in employee performance. The study recommended that there is need on the organizational leadership to improve on its employees' response to improve service to the company.

Adebayo and Raj (2016) while evaluating transformational leadership towards effective governance in Nigeria. The quantitative research and survey questionnaires were randomly administered to 240 local administrators in the 30 local governments in Osun State, Nigeria. Transformational leadership was found to be ethical and effective leadership and was effective especially in the time of organizational crises and uncertainties. Transformational leadership can help reduce the problem of corruption and perceived inefficiencies in Nigerian public institutions as well can shape the organizational culture and culture and lead by examples and engage in ethical conduct and personal principles and value that inspires others.

Ombaso(2019) in his study to investigate the factors influencing the performance of devolved government units in Kenya, a case of the department of agriculture in Meru county. In particular, he examined the influence of employee motivation, staff training and development, resources mobilization and staff accountability on the performance of devolved government units. The study made use of a correlational survey research design and had target population of 68 employees where a census was therefore conducted. The study found out that the following that there was a very strong positive correlation between employee motivation, staff training, resource mobilisation and performance of devolved units of government in Kenya. Based on the findings, the research recommended that emphasis should be put on staff accountability and employee motivation, as they are considered to be the greatest influences of performance of devolved units of government in Kenya.

## **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**

<b>Item</b>	<b>Frequency</b>	<b>Percent</b>
Returned questionnaires	45	95.1
Unreturned questionnaires	2	4.9
<b>Total</b>	<b>47</b>	<b>100.0</b>

## **Descriptive Analysis for Inspiration motivation**

Nine research questions were posed to the respondents. Table 2 presents the descriptive statistics results generated for Inspiration Motivation. To obtain information about the first independent variable Inspiration motivation numerous 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 "There is effective communication between the leaders and employees in the organisation" 2.0% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 11.6% of the respondents neither agreed nor disagreed to the statement, 30.7% of the respondents agreed to the statement whereas 53.0% of the respondents strongly agreed to the statement, with a mean of 4.30 and standard deviation 0.922.

On the statement "Organisation leaders have enhanced increased listening, prompt feedback and openness to suggestion with employees" 5.6% strongly disagreed to the statement, 7.2% of the respondents disagreed to the statement, 5.6% of the respondents neither agreed nor disagreed to the statement, 53.8% of the respondents agreed to the statement whereas 27.9% of the respondents strongly agreed to the statement, with a mean of 3.91 and standard deviation 1.058. On the statement "Organisation leadership communicates what needs to be done by employees, 5.6% strongly disagreed to the statement, 27.1% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 27.5% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.31 and standard deviation 1.229.

On the statement "Organisation leadership guide all employees on the importance of team work" 6.6% of the respondents neither agreed nor disagreed to the statement, 44.0% of the respondents

agreed to the statement whereas 49.4% of the respondents strongly agreed to the statement, with a mean of 4.40 and standard deviation 1.838. Regarding the statement “Organisation leadership promote co-operation and team work by instilling to employees to work towards a common goal.”, 10.4% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.70 and standard deviation 1.188. On the statement “Organisation leadership create a sense of awareness to all employees on the importance of unity in the organisation” 21.9% strongly disagreed to the statement, 29.1% of the respondents neither agreed nor disagreed to the statement, 39.0% of the respondents agreed to the statement whereas 10.0% of the respondents strongly agreed to the statement, with a mean of 3.15 and standard deviation 1.284.

On the statement “Organisation leadership encourages understanding of shared norms, values, and beliefs among employees” 9.6% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement whereas 49.4% of the respondents strongly agreed to the statement, with a mean of 4.40 and standard deviation 0.658. On the statement “There are both formal and informal Institutional culture practices in the organisation” 2.8% strongly disagreed to the statement, 5.6% of the respondents disagreed to the statement, 47.8% of the respondents neither agreed nor disagreed to the statement, 29.5% of the respondents agreed to the statement whereas 14.3% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 0.904. Finally, on the statement “Organisation leadership encourage sharing of knowledge to enhance job autonomy in the organisation” 7.6% strongly disagreed to the statement, 5.6% disagreed to the statement, 17.9% of the respondents neither agreed nor disagreed to the statement, 52.6% of the respondents agreed to the statement whereas 16.3% of the respondents strongly agreed to the statement, with a mean of 3.65 and standard deviation 1.061. The overall mean score for the variable was **3.81** and a standard deviation of **1.13** meant that the majority respondents agreed with the statements on Inspiration motivation in relation to performance of devolved governments in Kenya.. The study findings concurred with Sadeghi and Pihie (2012) assertion that leaders need to be good communicators for them to be able to package and convey their vision to followers and thereby motivate reciprocal action towards realization of intended goals. The study findings resonated with Kimeto (2017), highlighting the significant predictive power of inspirational motivation on organizational commitment in the context of commercial banks in Kenya.

**Table 2: Inspiration motivation frequencies**

<b>Inspiration motivation</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev.</b>
There is effective communication between the leaders and employees in the organisation.	2.0	2.8	11.6	30.7	53.0	4.30	0.922
Organisation leaders have enhanced increased listening, prompt feedback and openness to suggestion with employees.	5.6	7.2	5.6	53.8	27.9	3.91	1.058
Organisation leadership communicates what needs to be done by employees.	5.6	27.1	19.1	27.5	20.7	3.31	1.229
Organisation leadership guide all employees on the importance of team work	0.0	0.0	6.6	44.0	49.4	4.40	1.838
Organisation leadership promote co-operation and team work by instilling to employees to work towards a common goal.	10.4	2.8	19.1	41.8	25.9	3.70	1.188
Organisation leadership create a sense of awareness to all employees on the importance of unity in the organization	21.9	0.0	29.1	39.0	10.0	3.15	1.284
Organisation leadership encourages understanding of shared norms, values, and beliefs among employees.	0.0	0.0	9.6	41.0	49.4	4.40	0.658
There are both formal and informal Institutional culture practices in the organization	2.8	5.6	47.8	29.5	14.3	3.47	0.904
Organisation leadership encourage sharing of knowledge to enhance job autonomy in the organisation.	7.6	5.6	17.9	52.6	16.3	3.65	1.061
<b>Aggregate Score</b>						<b>3.81</b>	<b>1.13</b>

**Governance structure**

Nine research questions were posed to the respondents. Table 3 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.

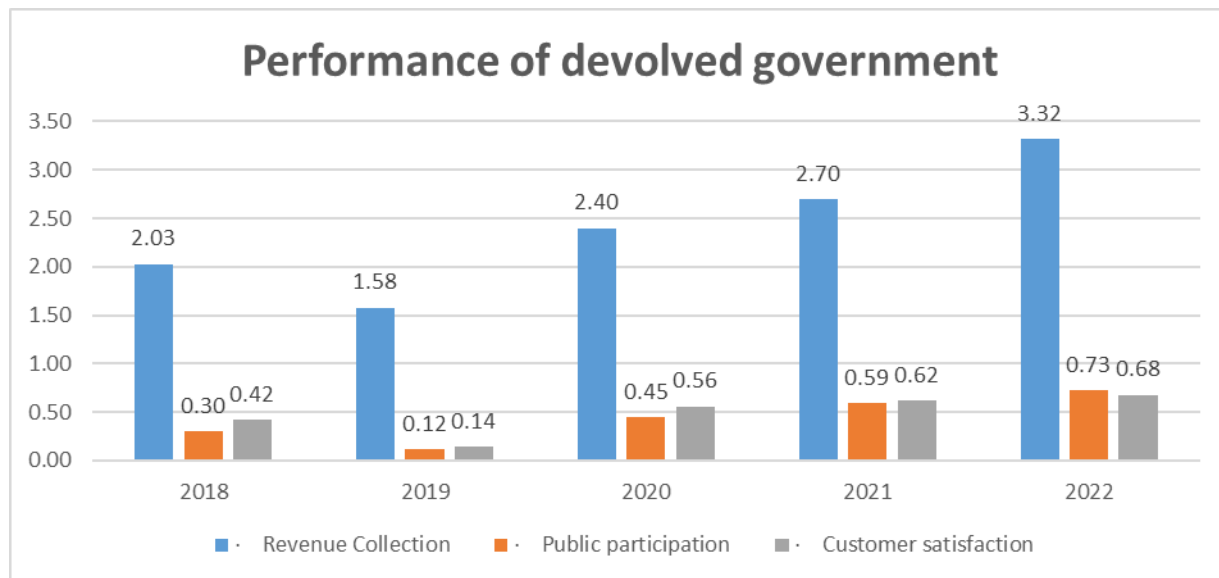
On the statement “Organisation leadership have enhanced proper management of resource in the organisation” 13.2% of the respondents disagreed to the statement, 10.0% of the respondents neither agreed nor disagreed to the statement, 59.8% of the respondents agreed to the statement whereas 17.4% of the 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.

**Table 3: Governance structure frequencies**

<b>Governance structure</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Dev.</b>
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
<b>Aggregate Score</b>						<b>3.86</b>	<b>0.898</b>

**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 inspirational motivation 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 0.784, with p-values less than 0.001. This implied that 78.4% of Inspiration motivation was explained by Performance. The findings concur with that of Tsai (2011) who did a study on the relationship between organizational culture, leadership behavior and job satisfaction and concluded that organizational cultures were significantly (positively) correlated with leadership behavior and job satisfaction. Similarly, Shakil (2012), studied the impact of organizational culture on management practices and established a link between organizational cultures and management practices. The results herein imply that Inspiration Motivation relates the performance of devolved governments in Kenya.



**Table 4: Correlation Analysis**

		<b>Performance</b>	<b>Inspiration motivation</b>
<b>Performance</b>	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	45	
<b>Inspiration Motivation</b>	Pearson Correlation	.784***	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 establish how inspirational motivation relates to 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.

**H<sub>01</sub>:** Inspirational Motivation 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 Inspirational motivation 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,  $R\text{ Square}= 0.640$  suggests that Inspirational motivation explains 64.0% of performance of devolved government in Kenya. This also implies that 36.0% of the variation in the dependent variable is attributed to other variables not captured in the model. Therefore, Inspirational motivation was found to be satisfactory in contribution as a factor to performance of devolved government in Kenya.

**Table 5: Model Summary for Inspiration Motivation**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.800	0.640	0.639	0.35511

a. Predictors: (Constant), Inspirational Motivation

### ANOVA for Inspirational Motivation

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 443.507 which was greater than  $F_{\text{critical}}$  and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. Further, the results implied that Inspiration motivation is an acceptable predictor of performance of devolved government in Kenya. The

results imply that the model linking Inspirational motivation to performance is statistically significant.

**Table 6: ANOVA for Inspirational Motivation**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.928	1	55.928	443.507	.000 <sup>b</sup>
	Residual	31.400	44	.126		
	Total	87.328	45			

a. Dependent variable: Performance of Devolved Governments

b. Predictors :( Constant),Inspirational Motivation

**Regression of Coefficients for Inspirational Motivation**

Table 7 presents regression of coefficients results. The findings show that there is a positive and significant relationship between Inspirational Motivation and performance of devolved governments in Kenya as supported by p value of 0.000 and beta coefficient of (0.784). This implies that an increase in Inspirational motivation by 1 unit would increase the performance of devolved governments by 0.686 units. The study findings agree with that of Kimeto (2017) who established the influence of inspirational motivation on organizational commitment in commercial banks in Kenya. This finding collaborated Juma and Ndisya’s (2016) that the changes in the inspirational motivation had significant changes in employee performance in Safaricom Limited.The study findings indicated that inspirational motivation significantly predicted organizational commitment.

**Table 7: Beta Coefficients for Inspirational Motivation**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-9.674E-006	.022		.000	1.000
	Individualized Consideration	0.686	.033	0.784	21.060	0.000

A. Dependent Variable: Performance of Devolved Governments

**Hypothesis testing for Inspirational Motivation 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<sub>0</sub> is rejected but if it less than 1.96, the H<sub>0</sub> fails to be rejected, The null hypothesis was that Inspirational motivation has no significant statistical relationship on the performance of devolved government. The regression of coefficient results showed that the calculated t statistic (21.060) was greater than the critical t statistics (1.96). This indicated that the null hypothesis was rejected hence the study concluded that Inspirational motivation has a significant relationship on the performance of devolved government in Kenya.

The study therefore rejected the null hypothesis:

*H<sub>01</sub>: Inspirational motivation 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

$X_1$  =Inspirational Motivation

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

**Performance of devolved government in Kenya =  $-9.674E-006+0.686X_3$  Inspirational Motivation**

### **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 Inspirational Motivation and performance of devolved Governments in Kenya. The study therefore computed a moderating effect regression analysis.

**H<sub>02</sub>:** Governance Structure has no significant moderating effect on the relationship between Inspirational Motivation 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 inspirational motivation ( $X_i$ ) and the performance of devolved government in Kenya (Y).

The results were fitted in three models as shown below

Model 1:  $Y= \beta_0 + \beta_1X_1+ e$

Model 2:  $Y= \beta_0 + \beta_1X_1 + \beta_M M + e$

Model 3:  $Y= \beta_0 + \beta_1X_1 + \beta_M M + \beta_{M3} X_3M+ e$

Where,

Y = Performance of Devolved Governments,

$X_1$  = Inspiration motivation

M = Governance structure

$X_1M$  = Interaction term

From the model summary findings in Table 8, the first model is the regression between inspiration motivation ( $X_1$ ) without moderator and interaction. The Coefficient of determination  $R^2$  for the first model (model 1) was 0.640, which was significant, showing that 64.0% of Performance of Devolved Governments can be explained by Inspiration motivation 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 inspirational motivation, governance structure and interaction term ( $X*M$ ) as predictors, had an R-Squared of 0.672. This implies that 67.2% of Performance of Devolved Governments can be explained by both Inspiration motivation and Governance structure. This implies that the introduction of governance structure in the second

model led to 0.032 increase in r-squared, showing that governance structure positively moderates the relationship between inspirational motivation and the performance of devolved government in Kenya. The study finding concurred with Vianney, Iravo & Namusonge, 2020; M<sup>c</sup>Mugambi, 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**

<b>i) Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.800 <sup>a</sup>	.640	.639	.35511	.640	443.507	1	44	.000
2	.820 <sup>b</sup>	.672	.669	.33993	.031	253.869	1	44	.000

a. Predictors: (Constant), Inspirational Motivation (X<sub>1</sub>)

c. Predictors: (Constant), Inspirational Motivation, Governance Structure (X<sub>1</sub>\*M)

From the model summary findings in Table 9, the F-calculated value for the first model was 443.507 and for the second model it was 253.869. 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 inspirational motivation and performance of devolved government in Kenya.

**Table 9: ANOVA for Moderation Effect**

<b>ii) ANOVA<sup>a</sup></b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.928	1	55.928	443.507	.000 <sup>b</sup>
	Residual	31.400	44	.126		
	Total	87.328	45			
2	Regression	58.671	2	29.336	253.869	.000 <sup>c</sup>
	Residual	28.657	43	.116		
	Total	87.328	45			

a. Predictors: (Constant), Inspirational Motivation (X<sub>1</sub>)

b. Predictors: (Constant), Inspirational Motivation, Governance Structure (X<sub>1</sub>\*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:

$$Y = -9.674 - 0.006E + 0.686X_1$$

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:

$$Y = 1.564E - 0.005 + 0.518 X_1 + 0.263 M$$

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:

$$Y=0.047+0.457X_1+0.198-0.157X_1M$$

In Model 1, The findings show that there is a positive and significant relationship between Inspirational Motivation and performance of devolved governments in Kenya as supported by p value of 0.000 and beta coefficient of (0.784). This implies that an increase in Inspirational motivation by 1 unit would increase the performance of devolved governments by 0.686 units.

In Model 2, The findings show that there is a positive and significant relationship between Inspirational Motivation and performance of devolved governments in Kenya as supported by p value of 0.000 and beta coefficient of (0.605). This implies that an increase in Inspirational motivation by 1 unit would increase the performance of devolved governments by 0.518 units. Additionally, the interaction effect between inspirational motivation and governance structure ( $X_1M$ ) is also significant and positive (Beta = .198, p = .000). hence statistically significant. From the results, it is clear that in presence of governance structure, the contribution of Inspiration motivation 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.

This suggests that as inspirational motivation increases among leaders, there is a corresponding positive impact on overall performance. This also agrees with the findings of Mutuma, Iravo, Waiganjo & Kihoro (2017) who concluded that Kenya has undertaken legal, policy and institutional reforms in the governance system, among them, enhancement of the devolved leadership and governance structures, in order to enhance service delivery at the devolved levels.

**Table 10: Beta Coefficients for Moderating effect**

		iii) Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-9.674E-006	.022		.000	1.000		
	X <sub>1</sub>	.686	.033	.784	21.060	.000	1.000	1.000
2	(Constant)	-1.564E-005	.021		-.001	.999		
	X <sub>1</sub>	.518	.046	.605	11.167	.000	.451	2.217
	M	.263	.054	.264	4.336	.000	.451	2.217
3	(Constant)	.047	.022		2.109	.036		
	X <sub>1</sub>	.457	.046	.533	9.977	.000	.420	2.379
	M	.198	.053	.199	3.745	.000	.426	2.349
	X <sub>1</sub> M	-.157	.030	-.219	-5.150	.000	.661	1.512

- a. Dependent Variable: Performance of Devolved Governments
- b. Predictors: (Constant), Inspirational Motivation (X<sub>1</sub>)
- c. Predictors: (Constant), Inspirational Motivation, Governance Structure (X<sub>1</sub>\*M)

## **Conclusions**

The null hypothesis was, that there is no significant influence of inspiration motivation on performance of devolved government in Kenya. The study found out that inspirational motivation making is statistically significant in explaining the performance of devolved governments in Kenya. It revealed that it is an effective mechanism that enhances organizational performance. The study's findings show that higher levels of inspirational motivation are associated with improved performance hence the need to emphasize the pivotal role it plays in the organization.

Therefore, the study concluded that inspirational motivation has a positive and significant relationship with the performance of devolved governments in Kenya.

The study concluded the prevalence of inspirational motivation within devolved governments in Kenya, with leaders expressing confidence in goal achievement. The positive correlation indicated that higher levels of inspirational motivation are associated with improved performance. This emphasizes the pivotal role of transformational leadership behaviour's, particularly in inspiring and motivating employees toward achieving shared goals by encouraging communication, team work and emphasizing good culture within the unique context of devolved government institutions in Kenya

Qualitative findings suggested that clear communication, regular updates, motivational talks, consistent teamwork promotion, and alignment of culture and strategies contribute to enhancing organizational performance. Moreover, correlation analysis confirmed strong positive significant relationships between inspiration motivation and performance ( $r = 0.784$ ,  $p < 0.001$ ), as well as governance structure and inspiration motivation ( $r = 0.672$ ,  $p < 0.001$ ). Indicating that 67.2% of Performance of Devolved Governments can be explained by both Inspiration motivation and Governance structure. The remaining 32.8% of Performance of Devolved Governments is explained by other factors not included in the model. Overall, the study highlighted the critical roles played by inspiration motivation and governance structure in improving organizational performance with a beta co-efficient of 0.686, it had sub-construct like communication, teamwork and culture. This aspects catapults transformation leadership on performance of devolved governments.

The second research hypothesis tested was that there is no significant moderating effect of governance structure on the relationship between inspirational motivation and performance of devolved government in Kenya. However, on the converse, the study found that governance structure is statistically significant in explaining inspirational motivation and performance of devolved governments in Kenya. The influence was found to be positive, indicating that an 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 inspirational motivation and performance of devolved governments in Kenya.

## **Recommendations**

The study found that inspirational motivation is crucial to successful performance of devolved government in Kenya. It is recommended that devolved leaders to practice the use of inspirational motivation in the organisation. Effective communication mechanism is required in

the organisation. Further the leaders, need to have constant feedback mechanism and regular meetings to ensure that the enthusiasm level remains high. These behaviours include clarity with which they communicate the organization's mission vision, and encouraging team spirit. Leaders are encouraged to use motivational speeches and conversations to display optimism and enthusiasm, highlighting positive outcomes to stimulate teamwork.

The study recommended that leaders in devolved governments need to propagate positive culture since the culture is what the employees cling up on for their daily attachment to their respective fields of operation. Additionally, they should foster a culture of respect and celebration of individual contributions within a team and emphasise it as a strategy to positively influence employee performance and productivity.

The study established that governance structure significantly moderates the relationship between inspiration motivation 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 inspirational motivation and performance of devolved governments in Kenya and therefore an area for further studies could consider the influence of inspirational motivation 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.

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