

**RELATIONSHIP BETWEEN LEADERSHIP ORIENTATION AND PERFORMANCE
OF INDEPENDENT COMMISSIONS IN KENYA**

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**A RESEARCH PROJECT IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR
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DECLARATION

This is my original work and has not been presented for a degree award or published in this or any other institution

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DEDICATION

To my Family for sticking with me throughout the turbulent times

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I wish to thank Dr. Raymond Musyoka for his patience with me during the period of writing this project. I thank my colleagues at work for bearing with me during the many hours of absence.

My family members for holding out for me.

Glory to the Almighty

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ABSTRACT

This study's goal was to ascertain how leadership orientation affected the performance of Kenya's Independent Commissions. The resource-based perspective, Bolman and Deal framework, and contingency theory serve as the study's pillars. This research was cross-sectional and descriptive. Given that the target was a direct objective that needed a description of phenomena, this approach was suitable. The research is cross-sectional since there was just one moment at which data were observed. 13 commissions that were active in Kenya as of September 30, 2021, made up the study's sample. Since all 13 commissioners participated, the research qualified as a census. By use of a questionnaire, primary data was gathered. According to the demographic data, the median age of the commissioners was 28.50 years, the mean age was 30 years, the most common age was 23, and the lowest and highest ages were 18 and 48 respectively. Our ability to absorb funds has increased (2.75, 1.138); our ability to mobilize resources has increased (2.58, 0.900); the public rating of the commission has increased (2.82, 1.328); and our relations with stakeholders have improved (1.92, 0.996), respectively. The analysis of the commission's performance statements revealed that the mean and standard deviation of the statements were as follows: In order to determine the relationship between leadership orientation—specifically, structural orientation, human resource orientation, political orientation, and symbolic orientation—and performance, a correlation analysis of the data on leadership orientation and performance of the commissions was also conducted. In this analysis Was calculated using Pearson correlation. Using SPSS version 25, the Pearson correlation data on the relationship between the independent variable and performance were produced. The correlation between leadership orientation and performance was 0.589 and the p-value 0.044, which denoted that the correlation was significant at the 0.05 level and as a result there was a high degree of correlation. The correlation coefficient (r) ranges from 0.10 to 0.29 was regarded as a low degree of correlation, r ranges from 0.30 to 0.49 was considered a moderate degree of correlation, and r ranges from 0.50 to 1.00 a high degree of correlation. In addition to the commissions, a variety of additional public-sector organizations might be examined in order to generalize the results. A crucial subject that hasn't gotten much attention from academics is leadership orientation in the public sector. More study in this area will help us comprehend the relationship between leadership orientation and performance in the public sector, which has fascinating management and practice implications. This study's sample size was quite tiny. As a consequence, by selecting a larger population, additional research may assess the link between leadership orientation and public sector performance, allowing for the identification of both the association and the impact.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Leadership is defined as the process of persuading others to agree on what needs to be done and how it can be done effectively, as well as the process of fostering character and group efforts to achieve the common goals. The orientation of the leadership of an organization determines the ability of that organization to achieve predetermined goals and objectives. Rahman et al. (2018) Hypothesized that strategic leadership was directly and positively associated with organizational performance and reported that strategic leadership was positively correlated to performance. The interest in academia on leadership orientation draws from the realization that the orientation of the top leadership in any organization determines the direction strategic decisions take in that organization. Priority areas for resource allocation and environmental responses are determined by an organization's leadership's attitude.

The Bolman and Deal's Framework and the resource-based perspective serve as the foundation for this research. According to the resource-based approach, a company is just a collection of both physical and intangible resources that it uses to generate revenue (Ramon-Jeronimo, 2019). The theory predicts the relationship between a firm's resources and competitive advantage. Leadership orientation in a firm can be viewed as an intangible resource that can earn the firm competitive advantage in the market. The Bolman and Deal's framework (2018) proposes that the frame within which a leader operates determines the performance of an organization. The model is premised on four frames namely: structural, symbolic, human resource and political. A leader will operate in any of the four frames. The link between leadership attitude and performance is predicted by the two theories.

Independent Commissions in Kenya are domiciled in Chapter 15 of the Laws of Kenya with an exception of the Ethics and Anti-Corruption Commission. Their independence is ensured by way of constitutional provisions that they're difficult most effective to the charter and the law, and are not to be directed or controlled by way of any individual or authority, which includes the president. Parliament's role is to allocate adequate finances to enable them to discharge their features. Their main responsibilities are to ensure democratic values and concepts, constitutional values and standards are observed by the population. These are therefore public institutions and their performance is monitored by among others public-watch groups.

1.1.1 Leadership Orientation

The definition of leadership orientation is the mental state that guides a leader's choices and actions (Yukl, 2012). Since it governs the whole company via a variety of activities, such as policy formulation and design, implementation, and strategy monitoring, leadership is an essential predictor of corporate success (Jermisitti, parsert & Srihirun, 2019). Leaders establish the organization's vision and purpose, which are then reflected in its policies and practices (Yukl, 2012). Scholars have studied a wide range of leadership philosophies and practices, and a wealth of literature has been produced in several situations. No one leadership style or action, according to academics, is ideal in every circumstance. Leaders must evaluate and adapt their style of leadership as needed.

Therefore, it is impossible to overstate the importance of senior management's role in strategy development, strategy execution, and culture building. According to Day (1994), senior management leadership is required to transform the culture via initiatives like putting out a

demanding future vision or establishing a significant performance goal like cutting the time to market in half. By claiming that senior management plays a crucial leadership role in altering a culture in general and in fostering a market orientation in particular, Narver et al. (1998) underline this stance. The four subdimensions of transformational leadership are inspirational motivation, intellectual stimulation, individualized consideration, and charisma. Transformational leadership aims to harmonize the values and goals of employees with those of the organization by influencing or altering their values, beliefs, and attitudes through internalization or identification (Kelman, 1958; Bass and Avolio, 1994).

1.1.2 Organizational Performance

Both academic researchers and business professionals have studied organizational performance across the majority of management specialties, including strategic management (Zahina, 2011). Although academics have offered guidance on managing and enhancing organizational performance, the academic community has been obsessed with discussions and arguments regarding issues with language, degrees of analysis, and conceptual foundations for performance measurement (Venkatraman & Ramanujam, 1986). The two-dimensional categorization technique proposed by Venkatraman and Ramanujam (1986) distinguishes between primary and secondary sources of records as well as between monetary and operational indications. Financial measures and financial performance are linked to monetary measures, whereas operational measures are linked to operational fulfillment factors that could influence financial performance, such as customer satisfaction, first-class service, market share, or new product development (Laverie, Madhavaram, & McDonald) (2008). Data for primary measures are gathered from the organization, while data for secondary measures are gathered from external or derivative databases, from the perspective of the information's source.

The distinction between objective and subjective metrics is made through another categorization. Performance indicators that have been objectively measured are referred to as objective measurements. They are often financial indicators that secondary sources have gotten directly from organizations. Subjective measurements, on the other hand, relate to the subjective evaluation of internal or external respondents. The majority of the time, they include financial, operational, and/or commercial indicators (Gonzalez-Benito & Gonzalez-Benito, 2005).

Survey objectives and survey features may influence the performance measures that are utilized. In surveys pertaining to management and organizational culture, subjective measurements based on the executives' assessments and judgements regarding the firm's profitability, sales, market share, customer happiness, and so forth are regularly utilized. Gonzalez-Benito and Gonzalez-Benito (2005) recommend using subjective measurements in the marketing and management fields since they make it easier to assess complicated performance facets.

1.1.3 Independent Commissions in Kenya

The constitutional commissions and independent offices are established to secure specific constitutional objectives. According to Article 249(1) of the Laws of Kenya, these objectives are: to safeguard the people's right to self-determination, to ensure that all national institutions uphold democratic principles, and to advance constitutionalism. Article 249(2) calls for a balance between independence and the constitutionality, legality, or rule of law in order to ensure the accomplishment of these goals.

Additionally, Article 249(3) specifies that each fee and impartial workplace will have a separate vote on its budget, and that Parliament will allot a decent enough budget to enable them to carry out their duties. Constitutional Commissions charge a fee from the Consolidated Fund in the price range they utilize. According to Article 249(three), the Parliament must provide enough funds to enable each commission and independent office to carry out its functions, and each commission and independent office's finances shall be the subject of a discrete vote.

Currently there are 13 independent commissions with 2 of these established by Acts of Parliament. These 2 are: the Ethics and Anti-Corruption Commission and the National Cohesion and Integrity Commission. Each of these commissions has a clear-cut mandate provided for in the constitution. Each commission comprises a secretariat and commissioners who serve for periods as provided for in the law.

1.2 Research Problem

The relationship between leader orientation and performance of organizations has been of interest to scholars of strategy and management for long. The orientation of the leadership of an organization determines the ability of that organization to achieve predetermined goals and objectives (Yukl, 2012). Rahman et al. (2018) hypothesized that strategic leadership was directly and positively associated with organizational performance. Hence, there was a correlation between leader orientation and ability of an organization to meet their objectives. Related studies have arrived at similar conclusions on the relationship between leader orientation and performance. The quality of services provided by a business relies on a number of elements, including market-oriented behaviors and a service-oriented leadership style, according to Hernandez and Miranda (2011) and

Shek and Lin (2015b). The research' findings support to the idea that there is a link between leadership approach and effectiveness.

The constitutional commissions and independent offices are established to secure specific constitutional objectives. According to Article 249(1) of the Laws of Kenya, these objectives are: Independent commissions in Kenya are created by the law. They comprise of Commissioners who are appointed to office for specified periods of time. It is the commissioners who give strategic direction to the commission. The performance of these independent commissions has been a subject of public debate and to academics. One hypothesis that has lingered untested is whether there is a correlation between the orientations of the commissioners and the performance of these commissions.

There are a few studies on the effectiveness of independent commissions, and they have produced contradictory findings. Amuti (2015) looked at the issues that arise when strategic plans are put into practice by Kenya's constitutional bodies. The research came to the conclusion that the design, execution, and monitoring of the plans all had an impact on whether or not the strategic plans were adopted. This research does not focus on leadership-related concerns. According to Ochieng (2019), an independent institution's institutional architecture ultimately decides whether it becomes a powerful force for accountability in government. Although persuasively made, neither acceptance nor rejection of the theory is examined. A technique for evaluating the efficacy of independent commissions was created by Cheeseman and Elklit in 2020. Their conclusions were based on a case study of the IEBC, a single constitutional body. What impact does leadership

orientation have on the effectiveness of independent commissions in Kenya? was the issue that the present research set out to address.

1.3 Objective of the Study

The objective of this study was to determine the effect of leadership orientation on performance of Independent Commissions in Kenya

1.4 Value of the Study

The findings will be useful to managers of independent commissions in Kenya and beyond. It will help in understanding the influence of leadership orientation and performance of independent commissions. Understanding this relationship will be useful in the recruitment of managers.

The scholarly knowledge of the link between leadership orientation and performance will also be improved through the research. Theory testing will be a part of the research, which is aimed at adding new knowledge in support or otherwise of the theories. The three theories anchoring the study namely the resource-based view, Bolman and Deal Framework and the Contingency theory.

The findings of the study will also inform policy. Policy makers will greatly benefit from the understanding of the relationship between leadership orientation and performance of public institutions. Policy makers will get to understand the kind of strategic direction a public institution is likely to take as a result of the leadership orientation of the top managers.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter two, the researcher presents the review of literature associated with the study. It comprises of two main parts: the first part deals with the theoretical foundations of the study. The theories are the resource based view, Bolman and Deal framework and the contingency theory. The second part of this chapter deals with the empirical review of literature to establish the gaps in this area.

2.2 Theoretical Framework

The resource-based perspective, Bolman and Deal's Basis, and the contingency theory of leadership make up the theoretical framework for this research. The following is a discussion of these theories.

2.2.1 Resource Based View

Penrose created this concept in 1959. It advocates for businesses to develop priceless and unique resources and combine them in a dynamic and unusual way that are geared towards the firm's success. The idea that a company's ability to compete hinges on factors like technology level, scale economies, or natural resources is unfounded because these resources are unquestionably tradable. Instead, according to RBV, competitive advantage is founded on the organization's unique, prized, and infrequently imitated assets. Human capital is an example of an invisible asset (Itami, 2007). The company's RBV emphasizes the widely held belief that people are a company's most valuable resource from the perspective of strategic human resource management. According to Porras & Collins (2004), it is crucial to foster and grow employees within a solid and encouraging tradition. A new finding contends that talent acquisition and sharing are the means by which the

organization's needs and progress within the personnel's competence capacities are attained in order to get a competitive edge. According to the RBV, competing businesses compete on the basis of their immobility as well as their variety of skills and resources (Bergen & Peteraf, 2003). Resources may be used to expand value-creating approaches and can be of a human, organizational, or physical nature. Barney (1991) purports that resources that are precious, non-substitutable, valuable and rare boosts the firm's capacity to reap a sustainable competitive advantage.

The existing literature on competitive advantage has shown a different dimension even as it also acknowledges the firm's internal assets impact, to a greater extent, on overall performance (Wright, 2009). The RBV of the firm places importance on developing difficult-to-imitate, priceless, and unique resources as well as a dynamic method to integrate them for organizational success. The firm's RBV demonstrates the benefits of growing and improving the competency of the company's employees through systematic expertise acquisition, education and engagement to gain competitive advantage. This is applicable to the goals of employee engagement because it acknowledges how acquisition of human assets which can be rare, inimitable and non-substitutable can provide companies with a resource that can enhance employee retention.

2.2.2 Bolman and Deal's Framework

This survey tool was developed by Bolman and Deal to identify respondents' attitudes and classify them into four categories: structural, human assistance, political, and symbolic. The tool had its first evolution in the late 1970s and early 1980s. The four frames of managerial orientations, according to Bolman and Deal (2003), are: directional structure. Human assistance orientation, which highlights the notion that people and businesses have distinct needs, encourages order and authority in organizations. The political perspective draws attention to the fact that businesses are

present in loud political arenas that house a complicated web of individual and institutional interests. The symbolic orientation frame highlights how loosely connected interest and means are. Activities may have several meanings since people perceive diverse interpretations of each activity. People construct symbols to clear up confusion, boost predictability, find direction, and anchor want and trust in the midst of extreme uncertainty and ambiguity.

The Bolman and Deal framework was an outstanding attempt at explaining managerial phenomena (Goldman & Smith, 1990). The framework, however, uses derivatives of actual managerial activities. The framework has also been said to give emphasis to separating the four organizational phenomena as though they were mutually exclusive. In practice, managers often pursue all four simultaneously.

2.2.3 Contingency Theory of Leadership

Fielder introduced the notion of leadership as a contingency in 1960. The primary idea of this early principle is that two factors—the chief's project or family members' motives and situational factors—interact to determine whether leadership effectiveness, as stated in terms of group performance. The Least Preferred Coworker scale is used to assess the chief's motivation for work or family (LPC), but, there has been a lot of discussion and dispute about how to translate the meaning of high and sporadic LPC scores. Adams et al. (2006) recommendation that LPC ratings reflect values and attitudes contrasts with other academics' findings (Fielder, 1986) that assignment-versus-family leadership actions are associated with high and infrequent LPC ratings. Task and relationship motivations, according to Fielder (1986), are consistent trends that are difficult to change. This version recommends connecting a high or low LPC leader to the right sort of event in order to increase the likelihood of a successful institution result.

According to the version, a venture's or a family member's incentives depend on whether the leader can influence and forecast the organization's success, which is known as situational favorability. Situational favorability is largely determined by three assessments: whether or not the boss sees subordinates as cooperative family members, whether the task is noticeably structured with standardized procedures and measures of adequate performance, and whether or not the boss's level of authority is punishing or rewarding institution contributors (Fielder (1986). Eight distinct scenario types, known as octants 1-eight, that have been more generally categorized as favorable circumstances, intermediate conditions, and adverse situations are produced by the interaction of leader-member interactions, venture form, and function strength. A leader with either a high or low LPC can manage each unique scenario type the best. Generally speaking, minimal LPC leaders are most successful in favorable or harmful circumstances, whereas excessive LPC leaders are better at influencing institution performance in intermediate circumstances (Adams et al., 2006).

Fielder's contingency model is used in educational materials and has a lion's share of academic attention. Numerous research and three meta-analyses more or less support the version's hypotheses. However, over 50 years after its creation, further explanations and future investigations may be necessary to resolve the model's theoretical and methodological issues.

2.3 Types of Leadership Orientations

Bolman and Deal (1990) developed a framework to explain leadership orientations. They are discussed below:

2.3.1 Structural leaders

These leaders place a strong emphasis on reasoning, facts, and analysis. They probably have strong opinions about how important a clear structure and effective management processes are. They believe that a successful leader has clear thinking, the ability to make wise judgments, strong analytical abilities, and the ability to create effective structures and procedures.

2.3.2 Human Resources Leader

These leaders place a strong emphasis on the value of people. They support the idea that creating a good match between individuals and companies is the primary goal of management. They value mentoring, involvement, inspiration, collaboration, and positive interpersonal relationships. They believe that an effective manager is a participatory facilitator who encourages and supports others.

2.3.3 Political Leader

These leaders think that conflict and a lack of resources characterize the environment in which managers and leaders operate. The primary responsibility of management is to gather the necessary forces to promote and defend the aims and objectives of the division or organization. Politicians stress the value of forming a power base, including networks, alliances, and friends. They believe that a good leader is a political strategist, a skilled advocate, and a confident negotiator.

2.3.4 Symbolic leader

you really believe that the main responsibility of management is to inspire and offer vision. They depend on their own charm and dramatic flair to enthuse individuals and win them over to the

goals of the company. A good leader is a prophet and a visionary who frames experience, employs symbols, and tells tales in ways that inspire hope and purpose in others.

2.3 Empirical Review

Samsir (2018) indicates that there is a favorable and statistically significant association between leadership orientation and innovation in a research on the impact of leadership orientation on innovation and its influence on competitive advantages of small and medium firms in Indonesia. Higher innovation will be the product of a higher leadership orientation. Innovation has a major impact on competitive advantage. Higher levels of innovation will boost competitive advantage. A stronger leadership orientation will result in a larger competitive advantage if the mediator variable, innovation, is also higher, according to the study's analysis of the link between leadership orientation and competitive advantage.

Chris (2019) made an effort to theorize about how leadership styles affect the development of the entrepreneurial orientation approach. The research took a variety of angles, including the definition and nature of leadership styles, leadership taxonomies, and the idea of entrepreneurial orientation. The research discovers that leadership style has a favorable impact on organizational behavior, such as entrepreneurial orientation, which may position a firm more favorably and far in front of its competitors.

Thomson (2000) used answers from subordinates in the context of Bolman and Deal's framework to evaluate the variations in gender between balanced or unbalanced leadership orientation, leadership traits, and the perceived efficacy of educational managers. They stated that despite stereotypes asserted in earlier research, male and female leaders were perceived to be equally effective in their respective organizations. They also stated that any differences in the perceived

effectiveness of educational leaders in the three leadership type groups are equally true whether the leaders are male or female.

Chemers and Ayman (1985) polled 82 Mexican managers working in nine different Mexican organizations. Managers had to complete leadership style questionnaires (LPC) and report on their level of work satisfaction on the Job Description Index. Each manager's supervisor evaluated each manager's individual and collective managerial performance. Task-motivated leaders had substantially higher connections between work performance and job happiness than did relationship-motivated leaders, which is consistent with expectations based on the contingency model of leadership.

A research on leadership conceptualizations and concerns in the context of building projects was undertaken by Bresnen et al. in 1985. 43 site managers in England and Wales provided the data. The findings show that different leader orientations may affect a project's performance, and that this connection depends on a range of variables, including the project's duration, cost, and degree of dependence on subcontracted labor. Particularly, the findings show that a focus on connections rather than tasks is more likely to improve project success in site managers' leader orientations.

CHAPTER THREE: ESEARCH METHODOLOGY

3.1 Introduction

Chapter three concerns the methodology that was used in carrying out the study. This included the study's research design, data gathering techniques, and data analysis methodologies, all of which are covered in this chapter.

3.2 Research Design

The current section represents the definition of the study design that will guide the researcher in the attempt to answer the research question and objective(s) of the study (Blumberg, Cooper & Schindler, 2005). The researcher has a choice to make in relation to the design to use in their study depending on the objectives (Kothari, 2019). This study was appropriate as cross-sectional descriptive approach, given that the objective was a direct objective that required description of phenomena. Data was observed at only one point which makes the study cross-sectional.

3.3 Population of the Study

The populace involved is viewed in terms of items, persons, objects, institutions or events of interest to the researcher (Sutanapong, 2015). Murphy (2016) notes that it is important to determine the correct population before commencement of research work if the objective of the study is to be realized. The population for this study comprised of 13 commissions in existence in Kenya as at 30th September 2021. Thus census approach was deemed appropriate, as such, all the 13 commissions were involved in the study making it a census study.

3.4 Data Collection

Surveys were utilized to get the essential information, while structured questionnaire split into 3 sections. Section A is about the demographics of the Independent Commission such as age, staff establishment and number of offices. Section B is on Leadership Orientation. Data on this variable was collected using a likert scale of 1-5. Section C is about performance of the commission. Data on performance similarly was collected using a likert scale of 10-5. The questionnaire was administered to only one senior manager in each commission. The choice of a senior manager as a respondent is informed by the fact that they are best placed to provide relevant information appertaining to the variables of interest.

3.4 Data Analysis

Data was subjected to data management procedures including data cleaning and checking the questionnaires for completeness. Descriptives, which includes statistics such as mean, standard deviation and co-efficient of variation (COV) were calculated. Owing to the small number of respondent institutions (less than 30), inferential statistics cannot be computed. Presentation of data was by use of tables, bar-charts and graphs.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research findings and a discussion of the information gathered through structured questionnaires are presented in this chapter on the impact of leadership orientation on the effectiveness of Kenyan independent commissions. This is consistent with the study's goals. The study's data was gathered using structured questionnaires that included both open-ended and closed-ended questions. The data were examined using the statistical software for social sciences (SPSS). The study results are presented in percentages and tables in the sections that follow.

4.2 Response Rate

The intended sample size for the research was 14, however only 12 respondents actually filled out and returned the surveys, yielding an 86 percent response rate. The response rate was adequate for the study's results since it acted as a representative. A response rate of 50% is often enough for analysis and reporting; a rate of 60% is acceptable; and a rate of 70% or more is extraordinary, according to Mugenda & Mugenda (1999). The claim was that the response rate was outstanding enabling the researcher to proceed with further analysis.

4.3 Demographics

4.3.1 Age of the firm

When asked how old the commissions were, the respondents provided responses that indicate the firms' mean age is 30 years, while the median age is 28.50 years, while the most frequent age is 23 and the minimum age is 18 and the maximum age 48 years. This indicates that on average most of the commissions have been established for quite some time and are therefore expected to have experienced some form of leadership orientation as well as performance benchmarks.

4.3.2 Number of Branches

Table 1. Number of Branches

Category	Frequency	Percent (%)	Cumulative Percent (%)
5- 10	3	25.0	25.0
10-15	1	8.3	33.3
above 15 branches	8	66.7	100.0
Total	12	100.0	

The respondents' reported number of branches for their commission is shown in Table 1. Those that have between 5-10 branches accounts for 25%. Those that have 10-15 accounts for 8.3%, while those that have above 15 branches account for 66.7%. Thus, majority of the respondents indicated that they had above 15 branches

4.2.2 Number of Employees in the Organization

Table 2. Number of Employees in the Organization

Category	Frequency	Percent (%)	Cumulative Percent (%)
Less than 20	1	8.3	8.3
20-50	7	58.3	66.7
Over 100	4	33.3	100.0
Total	12	100.0	

Table 2. shows the results for the number of employees in the organization analysis. The commissions that have less than 20 employees account for 8.3%, those that have 20-50 employees account for 58.3%, those that have over 100 employees account for 33.3%. Thus, majority of the respondents indicated number of employees between 20 and 50. And upto 91.6% of the commissions have over 20 employees.

4.4 Descriptive Statistics

4.4.1 Leadership Orientation

Table 3. Leadership Orientation

Statements	Mean	Std. Deviation
STRUCTURAL ORIENTATION		
Our most valued Skills are Analytic	2.58	1.505
The best way to describe our people is as experts	2.33	1.155
Making good decisions has helped us become successful	3.08	1.443
People are most likely to notice our attention to detail	3.17	1.115
Our most valued leadership trait is clear thinking	2.92	1.379
Average mean	2.816	1.319
HUMAN RESOURCE ORIENTATION		
Our strongest skills are interpersonal skills	2.83	1.528
We are good listener	3.50	1.382
We can all coach and develop people	3.67	1.073
People are likely to notice our concern for others	2.67	.888
Average mean	3.167	1.218
POLITICAL ORIENTATION		
Our employees possess strong political skills	2.25	.866
Our employees are good negotiators	1.67	.888
We encourage making strong power bases	1.83	.577
We encourage ability to succeed in the face of resistance	2.58	.793
We value toughness and aggressiveness	1.92	.793
Average mean	2.05	0.783
SYMBOLIC ORIENTATION		
We value flair for drama	1.83	.577
We value inspirational leadership	2.67	1.073
Our senior managers are able to excite other employees	2.42	.669
We value charisma	3.25	.965
We value creativity and innovativeness	2.67	1.371
Average mean	2.49	0.942
Average Score	2.596	1.0518

Structured orientation, with mean and standard deviation of 2.816 and 1.319, is one of the predictors of leadership orientation, which is shown in Table 3, human resource orientation has 3.167 and 1.218, political orientation has 2.05 and 0.783, while symbolic orientation has 2.49 and 0.942 has the mean and standard deviation respectively. The average mean and standard deviation score for leadership orientation based on further analysis is 2.60 and 1.052 respectively. This implies that on average, the respondents agree with leadership orientation of the commissions.

4.5 Performance

Table 4. Performance

Statements	Mean	Std. Deviation
Our absorptive capacity for funds has increased	2.75	1.138
Our resource mobilization capacity has increased	2.58	.900
The public rating of the commission has increased	2.82	1.328
Our relations with stakeholders have improved	1.92	.996
Average Scores	2.518	1.091

Table 4 shows the commissions performance as indicated by the respondents. The findings show that the mean and standard deviation of the statements are as follows: Our absorptive capacity for funds has increased (2.75, 1.138); our resource mobilization capacity has increased (2.58, 0.900); the public rating of the commission has increased (2.82, 1.328); our relations with stakeholders have improved (1.92, 0.996), respectively the average scores for the statements on performance is 2.518 and 1.091), which indicates that respondents agree on average with the statements.

4.6 Leadership Orientation and Performance

The data on leadership orientation and commission performance are correlated in Table 5 together with commission performance statistics. The study demonstrates that the extracted components are taken into account to determine the relationship between leadership orientation and performance (including structural orientation, human resource orientation, political orientation, and symbolic orientation, respectively).

The Pearson correlation was calculated for this investigation. The findings of the Pearson correlation on the relationship between the independent variable and performance as produced by SPSS version 25 are shown in Table 5. Because the correlation coefficient (r) ranges from 0.10 to 0.29, r ranges from 0.30 to 0.49, and r ranges from 0.50 to 1.00, the correlation between leadership orientation and performance shown in Table 5 is 0.589 and the p -value is 0.044, indicating that the correlation is significant at the 0.05 level and there is also a positive relationship between leadership orientation and performance.

Table 5. Correlations

		PERFORMANCE	LEADERSHIP ORIENTATION
Performance	Pearson Correlation	1	.589*
	Sig. (2-tailed)		.044
	N	12	12
Leadership Orientation	Pearson Correlation	.589*	1
	Sig. (2-tailed)	.044	
	N	12	12

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

4.7 Discussion

The study results showed a response rate of 86%. Subsequently allowing for further analysis to be undertaken. According to Mugenda and Mugenda (1999), a response rate of 50% is sufficient for the analysis and reporting of data gathered from the respondents. This response rate is in line with their claim. The demographic analysis showed that the age of the commissions based on the mean was 30 years while the median age was 28.50 years, and the most frequent age 23 the, while the minimum age was 18 and the maximum age 48 years. This indicates that on average most of the commissions had been established for quite some time and are therefore expected to have experienced some form of leadership orientation as well as performance benchmarks.

The number of branches of the commissions as evaluated indicated that those that had between 5-10 branches accounted for 25%. Those that had 10-15 accounts for 8.3%, while those that had above 15 branches account for 66.7%. Thus, majority of the commissions had above 15 branches. The results for the number of employees of the commissions on analysis showed that those that had less than 20 employees accounted for 8.3%, those that had 20-50 employees accounted for 58.3%, those that had over 100 employees account for 33.3%. Thus, majority of the commissions had number of employees in the range 20 and 50, although up to 91.6% of the commissions had over 20 employees.

The descriptive analysis was done to determine the mean and standard deviation of leadership orientation, which had predictors that included structural orientation; symbolic orientation; human resource orientation; and political orientation respectively. Structural orientations had a mean with standard deviation 2.816 and 1.319, human resource orientation had 3.167 and 1.218, political orientation had 2.05 and 0.783, while symbolic orientation had 2.49 and 0.942 has the mean and

standard deviation respectively. The average mean and standard deviation score for leadership orientation based on further analysis was 2.60 and 1.052 respectively. This implied that on average, the respondents agreed with leadership orientation of the commissions.

Following were the mean and standard deviation of the commissions performance statements, as determined by the examination of the statements: Our absorptive capacity for funds has increased (2.75, 1.138); our resource mobilization capacity has increased (2.58, 0.900); the public rating of the commission has increased (2.82, 1.328); our relations with stakeholders have improved (1.92, 0.996), respectively the average scores for the statements on performance is 2.518 and 1.091), which inferred that respondents agreed on average with the statements. In addition, the correlation analysis of the data on leadership orientation and performance of the commissions was done to find out the association between leadership orientation (human resource orientations, structural orientations, symbolic orientations, and political orientations respectively) and performance. For this analysis Pearson correlation was computed. The results of Pearson correlation on the association between the independent variable with performance was generated from SPSS version 25. The correlation between leadership orientation and performance was 0.589 with a p-value of 0.044 because the correlation coefficient (r) ranges from 0.10 to 0.29 was considered a low degree of correlation, r ranges from 0.30 to 0.49 was considered a moderate degree of correlation, and r ranges from 0.50 to 1.00 a high degree of correlation, which inferred that the correlation was significant at the 0.05 level and as such there was a high degree of correlation between leadership orientations and performances of the organizations.

The results of this study are in line with those of Bresnen et al. (1985), who discovered that differences in leader orientation affect project effectiveness and that a focus on relationships in site managers' leader orientations is more likely to improve project performance, as well as with Bolman and Deal framework theory, which explains managerial phenomena in the performance of organizations. As a result, the summary, conclusions, and suggestions of these results are presented in the next chapter.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the key data findings, analyzes the outcomes, and offers suggestions. The study goals of determining the link between leadership orientation and commission performance in Kenya are summarized, addressed in the results, and suggested as suggestions.

5.2 Summary

The response rate for this study was high enough to allow for further analysis of the data. The study analyzed the demographics of the commissions, which revealed that majority had been in operation for more than a year, and therefore able to provide needed data. The findings also revealed that quite a large proportion of the commissions had branches, which reflected on the number of employees that the organizations had.

The descriptive analysis was done to determine the mean and standard deviation of leadership orientation, which had human resource orientations; structural orientations; symbolic orientations; and political orientations respectively as predictors. Structural orientations; political orientations, symbolic orientation was determined agreeable as far as the statements describing them was concerned, while human resource orientation was determined neutral as far as statements associated with it is concerned. As a result, the average scores for the factors were taken and subsequent determination showed that leadership orientation was agreeable in terms these factors, Structural orientation, political orientation, symbolic orientation and human resource orientation. Also, with leadership orientation the statements describing it were also found agreeable to the commissions.

In addition, the correlation analysis of the data on leadership orientation and performance of the commissions was done to find out the association between leadership orientation (human resource orientations; structural orientations; symbolic orientations; and political orientations) and performance. For this analysis Pearson correlation was computed. The results of Pearson correlation on the association between the independent variables with performance was generated. It was discovered that there is a strong and positive correlation between leadership orientation and performance.

5.2 Conclusion

This study's objective was to determine if there was a correlation between leadership attitude and the effectiveness of Kenya's independent commissions. The study found a favorable and significant correlation between leadership orientation and Kenya's independent commissions' performance, leading to the conclusion that leadership orientation influences commission performance. As a result, knowing the link between leadership orientation and public sector performance is critical, because the ability of an organization's leadership to achieve stated goals and objectives is dictated by its orientation.

5.3 Recommendations

The study adds to the body of knowledge on public sector leadership orientation. However, a number of significant subjects were left out of this study's scope, and experts will need to do additional research in these areas. As a result, researchers are urged to look at leadership orientation in other government areas. The findings could be generalized by looking into a range of public-sector institutions other than the commissions. Leadership orientation in the public sector

is a critical topic that has received little attention or investigation from academics. Increased research in this area will lead to a greater understanding of the cause-and-effect link between leadership orientation and public sector performance, which will have intriguing management and practice implications. This study's sample size was quite tiny. As a consequence, by selecting a larger population, additional research may assess the connection between leadership orientation and public sector performance, which allows for not only the determination of the association, but also the effect.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

PART A: DEMOGRAPHIC DATA

1. Name of Commission (Optional).....

2. Year of Establishment.....

3. Number of Branches countrywide.....
 - () Less than 5
 - () 5-10 Branches
 - () 10-15 Branches
 - () above 15 Branches

4. Number of Employees
 - () Less than 20
 - () 20 -50 Employees
 - () 50-100 Employees
 - () Over 100 Employees

PART B: LEADERSHIP ORIENTATIONS

B1: Structural Orientation

On a scale of 1-5(1 Agree, 5 Disagree), tick the extent to which you agree with the following statements

Statement	1	2	3	4	5
Our most valued Skills are Analytic					
The best way to describe our people is as experts					
Making good decisions has helped us become successful					
People are most likely to notice our attention to detail					
Our most valued leadership trait is clear thinking					

B2: Human Resource Orientation

On a scale of 1-5(1 Agree, 5 Disagree), tick the extent to which you agree with the following statements

Statement	1	2	3	4	5
Our strongest skills are interpersonal skills					
We are good listener					
We can all coach and develop people					
People are likely to notice our concern for others					
Caring and support for others is our strongest attribute					

B3: Political Orientation

On a scale of 1-5(1 Agree, 5 Disagree), tick the extent to which you agree with the following statements

Statement	1	2	3	4	5
Our employees possess strong political skills					
Our employees are good negotiators					
We encourage making strong power bases					
We encourage ability to succeed in the face of resistance					
We value toughness and aggressiveness					

B4: Symbolic Orientation

On a scale of 1-5(1 Agree, 5 Disagree), tick the extent to which you agree with the following statements

Statement	1	2	3	4	5
We value flair for drama					
We value inspirational leadership					
Our senior managers are able to excite other employees					
We value charisma					
We value creativity and innovativeness					

PART C: PERFORMANCE

On a scale of 1-5(1 Agree, 5 Disagree), tick the extent to which you agree with the following statements

Statement	1	2	3	4	5
Our absorptive capacity for funds has increased					
Our resource mobilization capacity has increased					
The public rating of the commission has increased					
Our relations with stakeholders have improved					