THE INFLUENCE OF LEADERSHIP STYLES ON SERVICE DELIVERY IN MOMBASA COUNTY, KENYA

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DECLARATION

This research project report is my original work and has not been submitted to any other university for award of a degree.

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This research project report has been submitted for examination with my authority as the university supervisor

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DEDICATION

I dedicate this work to the Almighty God and to my Lord and Saviour Jesus Christ for the gift of life and for all the blessings. I also dedicate this project to my dear husband Dismas Kasina and my children Stephanie and Brilliant for their immense support during the entire research project. They are my God given gift.

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To all I say, God bless you.

ABBREVIATIONS AND ACRONYMS

ERSWE   Economic Recovery Strategy for Wealth and Employment Creation
GoK   Government of Kenya

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ABSTRACT

Leadership is considered as a practice where one or more people impact a group of people to act in a certain way. The extent to which an individual shows leadership qualities is determined not only by his features and personal abilities, but also on the circumstances and environment in which he finds himself. The implementation of devolved government system in Kenya has enabled most citizens to receive efficient and better services. This is facilitated by supportive leadership style such as democratic styles which enables different actors to take part in making decisions and implementation of service delivery. The objective of this study was to establish the influence of leadership styles on service delivery in Mombasa County. The research used the descriptive design because of the capability to collect a large amount of data quickly and at a minimal cost. The study population comprised 307 respondents from four departments namely; Health, Devolution & Public Service Administration, Trade, Tourism and Investments, Finance & Economic Planning, Agriculture, Fisheries, Livestock & Cooperatives and Transport, infrastructure & Public works. Stratified sampling technique was used to select the sample of 155 respondents for this study. Primary and secondary data was used to achieve the objectives of this study. Descriptive statistics were used to analyze the data in order to identify trends in the responses. The analysis was based on four leadership styles: autocratic, democratic, bureaucratic and laissez-faire. Findings on autocratic leadership showed that it is not widely practised in Mombasa County. The results revealed that democratic leadership is widely practised in Mombasa County. Managers involve employees before making final decisions to a great extent and also encourage active participation of employees in decision making. Bureaucratic leadership also influences the service delivery in Mombasa County to a great extent. Results on Laissez-faire leadership indicated that it is also widely practised and hence influences service delivery in Mombasa County. The results revealed that managers allow staff to make their own decisions without any interference and that every departmental staff is free to make approval of their work without involving the manager. All the leadership styles were found to be positively correlated with service delivery implying that some form of leadership is necessary for service delivery to take place in Mombasa County. The study concluded that democratic leadership is widely practiced in Mombasa County and has great influence on service delivery. The study also concluded that bureaucratic leadership is widely practiced in Mombasa County due to standard procedure requirements by the central government and the Constitution of Kenya. The study recommended that the County government of Mombasa should ensure that there is both employee involvement and participation in decision making to enhance service delivery. Employee involvement in decision making process ensures that they own the projects leading to improved service delivery. The study further recommended that all the officers in charge of County projects should be trained by the government on leadership skills which will in turn enhance service delivery in all departments.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Delivery of high quality service rests on a combination of the various leadership styles depending on the situation at hand in any organization. Leadership is considered as a practice where one or more people impact a group of people to act in a certain way. Messick & Krammer (2004) contended that the individual's display of the quality of leadership is determined by two principle factors; one being his features and personal abilities, and the other is the circumstances and environment in which he finds himself. According to Ahmad (2011), style of leadership is an essential element of the success or failure of any organization; banks, infrastructural projects, schools and many more included. Service delivery is an indispensable task in relation to public sector institutions to the citizens. Lipley (2004) observed that leadership styles that are adopted by organisations have great influence on the effectiveness of service delivery. Strengthening of service delivery systems is a top significance of many global and national governments programmes as a way to improve citizens' lives (Hout, 2009).

Several theories exist which explain the relationship between leadership styles and service delivery. This study will be anchored on the Transactional and Transformational leadership theories. Transactional leadership is determined by the process of exchange which is characterized by the leader's administration of sanctions and rewards. There has to be an explicit and implicit agreement between the leader and his follower, regarding the need for rewarding of the desired behaviours of the follower, as well as the apparent attraction of punishment upon the undesired behaviours.

Such rewards include salary increment, enhanced job status, promotions, and others (Evans, 2015). The leading style of leadership is that of transformational leadership, due to its provision of lucrative motivation to followers by leaders as they (leaders) underscore their (followers') moral values and ideals, as well as enhancing them to be looking at problems from various perspectives. The influence of this kind of leadership is determined by the ability to motivate followers by use of visions, words and actions. Suffice it to say, transformational leaders brings practical realization of tomorrows' dreams to their followers. (Hellriegel & Slocum, 2016). The above theories are relevant to this study as they explain how leadership styles influence the performance of organisations which includes service delivery.

With the global service delivery context becoming increasingly complex, public sector systems are moving away from a focus on common citizens responses to more comprehensive systems. This study will centre on the relationship between leadership styles and service delivery among public sector organisations in Mombasa County. It will also assess the extent on which good leadership yields better service to citizens of Mombasa County.

1.1.1 Leadership Styles

Studies done by Hout (2009) found that leadership involves delegating more to employees and helping them to make most decisions without consulting their seniors. There are various types of leadership styles but the style chosen depends on the strategy that is adopted. The role of appropriate leadership in strategy implementation is very important. Leaders must develop new qualities to perform effectively and operate under leadership policy which fosters leadership styles (Saleem, 2010).

There is impartially little practical confirmation on management in developing nations, but well-informed opinion and donor comment propose that noble quality management is in short supply. The main forms of leadership styles that affect service delivery include; Participative, authoritarian, transformational and free reign. Authoritarian is one of the leadership styles of government in which state authority is imposed onto many aspects of citizens' lives (Hout, 2009). This is also known as dictatorship. According to a study by Heifetz et al., (2012), organizations need to allow employees to have freedom in airing their grievances to the top management. This form of leadership does not allow the opinion of other leaders but only from the chief source.

Porac and Thomas (2014) conducted a study and found that public organization practice authoritative leadership. This affects the performance of employees since this managerial style does not invite involvement from employees on all decisions to be made by the organization. The employees are given suitable information relating to associations or government's issues, and a majority vote resolves the strategy the organization will adopt (Porac & Thomas, 2014). The main challenge in this leadership style is that a lot of time is taken to implement the policies since they must pass through parliament, accented by the president and publication in the government gazette. (Heifetz & Laurie, 2012). Another form of leadership is transformational leadership in which the leader engages with the staff to seek a constructive change, so as to be visionary enough to influence the change by motivating practically apply the process as per the preference of the serious members of a group (Hout, 2009). This form of leadership style is a good though the main challenge is conflict of interest.

1.1.2 Service Delivery in Public Sector

In the process of devolution, the involvement of county governments and publics has been encouraged as an influential way for improving the service delivery in many developing countries. Supporters of decentralization generally contend that it gets decision makers nearer to the publics that would enhance the responsiveness of local officials to needs that may not be fulfilled by the central government (Hooda, 2016). Devolution eradicates levels of bureaucracy and integrates local statistics into decision-making procedures and planning through the participation of resident community and government which further enhances effective delivery of services. Besides, service delivery is a fundamental duty in the relationship among government and nationals. Government execution is estimated through service delivery to its citizens. The best measuring stick to gauge government execution of good administration is through delivery of services to the general population (Eigema, 2007).

Abe and Monisola (2014) argue that the state is required to offer good services to the citizens. They suggested a way of estimating service delivery to the general population as low rates of inflation, improved healthcare services at moderate rates, better education, clean water provision, better roads network to the rural areas for the transport of farm products and raw materials. This has pushed numerous governments over the world to switch to decentralized administration to improve service delivery (Robinson, 2007). Researchers around the world battle that service delivery is a pointer of the wellbeing of a general public, which reinforces the social contact between the state and its nationals. Open service delivery is additionally a key determinant of personal satisfaction and a vital component of destitution decrease procedure (Nayak and Samanta, 2014).

Public Sector is described as being composed of the civil service, county governments and other statutory agencies created by the state (Flynn, 1993). Lynch (2012) shows the difference between private and public sectors institutions by indicating that private entities are driven by the profit maximization objective while the public entities are guided by social responsibility. A desirable public sector is the one that offers the citizen services which are of high quality and consistent with the needs of the citizens.

In the recent past, governments in various countries have redirected their attention to restructuring of the public sector in order to address problems of growing debt burdens and growing dissatisfaction of citizens. Performance contracting and performance based compensation have been used by various governments to bring about change in the public sector. According to Shah (2005) public sector performance is dictated by its orientation. Accountability can be upheld by eliminating bureaucracies, unbending nature and red tapes in general society area in this way promising viability and effectiveness in benefit conveyance driving fulfilled subjects. After the consummation of ERSWE (Economic Recovery Strategy for Wealth and Employment) creation process in 2007, the administration of Kenya (GoK) created vision 2030 which keeps running from the year 2008 to 2030. The advancement motivation is to make Kenya a country that is aggressive all around and prosperous reflected by exclusive requirements of living continuously 2030. This is to be accomplished by predictable motivation that recognizes economic social and political framework as the fundamental mainstay of Kenya's improvement.

1.1.3 County Government of Mombasa

The promulgation of the new constitution brought in devolution which split the Government in to national and County Governments with each having ministries to ensure that Government resources are devolved to facilitate socio-economic development at both national and county levels. It is the responsibility of the ministries at both national and county levels to initiate and guide all departments to prepare their ministerial budgets. Mombasa County is among the 47 Counties of Kenya. Mombasa is a port city in Kenya and is also the main town of Mombasa County. Previously it was known as Mombasa district but was later reconstituted in 2013 as a County with the similar boundaries. The County is located in the South Eastern part of the Coastal region, where it borders Kwale County to the South-West and Kilifi County to the North. On the eastern part it borders the Indian Ocean. Mombasa County is split into four divisions namely: Likoni, Mombasa Island, Kisauni and Changamwe.

The County is made up of six parliamentary constituencies which include Jomvu, Changamwe, Kisauni, Mvita, Likoni and Nyali. The headquarters of County Government of Mombasa is located in Mombasa town, right in the Annex Wing on 4th Floor of Bima House. The structure of the County Government of Mombasa is composed of the Governor, Deputy Governor, County Executives, County Secretary and County Officials. The County Government of Mombasa has eleven Departments which include: Finance and Economic Planning, Agriculture Livestock and Fisheries, Education, Health, Water and Environment Planning Land and Housing, Trade, Energy and Industry, Transport, Tourism Development and Infrastructure, Youth, Gender and Sports and Inspectorate.

1.2 Research Problem

Each manager builds up a style in dealing with the activities of an organisation. Such styles differ from leader to leader, from circumstance to circumstance, and from one organisation to another. The style of leadership is a pattern of conduct intended to incorporate organisational and individual interest in order to achieve objectives (Kotter, 1996).The implementation of devolved government system in Kenya has enabled most citizens to receive efficient and better services. This is facilitated by supportive leadership style such as democratic styles which enables different actors to take part in making decisions and implementation of service delivery. However, devolution has faced various challenges which include poor leadership, utilization of available resources and lack of national government support (Khalid, 2010). Poor leadership has led to poor service delivery and this is characterized by unequal distribution of resources during the last five years. The staff is not able to air their grievances and make decisions without consulting the top management. This has led to low morale among workers and low productivity. A lot of time is also taken in decision making which affects the performance in service delivery.

Numerous studies have been done on the effects of leadership styles on different strategic issues. Koech (1987) studied effects of leadership styles on motivation of staff in selected secondary schools in Kenya. However, he did not he did not link his study to service delivery. Kumar (2010) studied the effect of leadership styles on corporate culture preferences. Kumar concentrated his study on the oil and gas industry and did not discuss issues of service delivery. A different study carried out by Politis (2001) looked at the relationship between different leadership styles to knowledge management.

The study findings revealed that leadership styles that involve human collaboration and encourage employee involvement in decision making process were positively correlated to the knowledge management activities. Although Politis (2001) did not highlight directly the effect of leader styles on service delivery, he recognized the dynamics of leadership in nurturing knowledge management creativities, which focuses on the creation of knowledge-sharing philosophy. Maina (2009) analysed the effects of leadership styles on strategy implementation in the insurance sector. The findings of his study revealed close links between the two but had numerous gaps identified.

Few studies have looked at how styles of leadership influence delivery of services within the public sector. This study therefore analysed the influence of leadership styles adopted by public sector managers on service delivery with specific reference to Mombasa County government. This study sought to answer the following research question: What is the influence of leadership styles on service delivery in Mombasa County government in Kenya?

1.3 Research Objectives

The objective of the study was to establish the influence of leadership styles on service delivery in Mombasa County.

1.4 Value of the Study

The study is an invaluable theoretical contribution as it adds on to the growing literature on leadership styles and service delivery. It will also shed more light on the leadership styles that are essential in enhancing service delivery especially among public sector organizations. Since the study will concentrate on the County governments in Kenya, it will provide literature on a relatively new concept of devolution.

The study is significant to top management of County governments in Kenya who are in charge of leadership and ensure that they adopt suitable leadership styles that will promote quality service. The study gives an in depth insight on the suitable leadership styles to apply in their various organisations. The study is also important to various stakeholders since it will highlight the factors influencing implementation of service delivery strategies in County governments. The County governments will use the findings to formulate policies which will improve their service delivery to the citizens. This will enable the citizens to access the services faster and efficiently. The national government will find this study beneficial as it helps in formulating future policies for the Counties, thus improving service delivery countrywide.

The study provides a base for further studies to the academicians and researchers and also act as a reference point to widen their understanding how leadership styles relate with service delivery in the public sector. This will trigger future research on leadership among County governments in Kenya and how this can enhance quality service delivery.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter looks at pertinent literature on the subject of study and in accordance with the research objectives. The section starts with the theoretical framework of the study and leadership styles. The chapter ends with empirical review of the literature and the concluding summary.

2.2 Theoretical Framework

The theories underpinning the study are presented in this section. For the purpose of this research are chosen the most well-known leadership theories: Transactional and Transformational leadership theories. These theories are relevant to the objectives of this study. The theories will give more emphasis on how interaction between the leader and the led can bring quality service delivery.

2.2.1 Transactional Leadership Theory

Managerial leadership is alternative name for transactional leadership. This kind of leadership is more concerned on the roles of organization, supervision, including group performance. This is a leadership style which calls a leader to enhance followers' compliance by discharging rewards and punishment. The leaders who adopt transactional approach are opposed to those who use who use transformational leadership style, because the former refrain from changing the future, but rather concentrate on maintaining the status quo of things (Robbins and Coulter, 2017). Such leaders concentrate on scrutinizing the work of their followers with an aim of finding faults and deviations. This leadership style is only effective when it comes to emergency situations and other crisis, and also in circumstances where projects are demanded to be performed in a given pre-described fashion.

When viewed from the perspective of Maslow's need hierarchy, transactional leadership operates at superficial levels of satisfaction of needs, whereby its leaders are overly concerned about the lower hierarchy levels. Transactional leaders use adopt the mode of exchange, which designates rewards for desired outcome. On the other hand, this style of leadership is apt to execute punitive measures upon negative outcome or poor work on condition that the problem is resolved. Transactional leaders concentrate on the needs that are on the lower hierarchical levels by underscoring performance of particular tasks (Hargis et al., 2011). This style of leadership proves to be workable when there are designated tasks that are marked for urgent completion.

The concern of transactional leaders focuses more on the processes instead of projecting ideas. This leadership trait is more inclined to contingent reward, which is also termed as contingent positive reinforcement, or rather contingent penalization, which is alternatively known as contingent negative reinforcement. Subsequent to timely accomplishment of set goals, contingent rewards are given for the purpose of maintaining subordinates' good working pace at various times in the course of completion. On the other hand, contingent punishments are dispensed in the event of fallen performance quality, and also when tasks fail to be accomplished and goals get to be unachievable. (Weihrich, Cannice and Koontz, 2008). In most cases, contingent punishments are transmitted on the basis of management-by-exception, whereby the exception happens to be an erroneous occurrence. There exists active and passive routes within management-by-exception. The active route denotes a leader's continuous vigilance upon individual performance of each subordinate, as he initiates changes and alterations on each subordinate's work in a bid of correcting problems all through the process.

On the contrary, passive leaders of this trait will have to hold on for the occurrence of any anomaly prior to executing remedial actions. Application of transactional leadership on the lower level needs as well as executing more of managerial style makes it to be foundational for the higher level transformational leadership (Lowe, Kroeck, & Sivasubramaniam, 2016). Transactional leadership tends to adopt punishment and rewards for the purpose of demanding responsive compliance from subordinate followers. Such leaders minimize compliance from their followers in their tendencies of being action oriented and directive to extreme measures. They subject themselves to full acceptance of structures, goals and culture of the prevailing organization. Transactional leaders have the willingness to operate within the system in existence, and bargain their attainment of organizational goals.

They are more inclined to think broadly in their problem solution. Besides being passive primarily, this leadership style is leans more towards establishment of rewarding criteria for adoption in motivating their followers, as well as adherence to the organization's status quo. There exists two factos in transactional leadership style; namely management-by-exception and contingent reward. The latter gives rewards for good initiatives and underscores admirable performance, while the former are rigid in their adherence to the status quo, intervening only on those occasions when subordinates fail to attain targets, thereby executing corrective measures to reinstate performance (Howell & Avolio, 2013).

2.2.2 Transformational Leadership Theory

Leadership takes different phenomenon shapes that renders it to lack of precision in language and meaning (Schlechter, 2009). In most cases, it is known as a way of influencing someone and make him/her work voluntarily with self-motivated enthusiasm to achieve the set goals in an organization (Werner, 2007). In this regard, leadership is that capacity that its custodian holds to motivate and influence others so that they can work towards success of their organization. According to Schlechter, transformational leadership is the capacity of a leader to effect the opinions of his followers, and to influence them to go beyond their selfish interests and focus on the collective interests of the organization (Schlechter, 2009). These kind of capacities and capabilities in leaders enable them to influence the workers to perform beyond stipulated expectations and to be positively charged with the passion and zeal of transforming their organization (Holbesche, 2016).

Transformational leadership is objectively effective beyond cultural boundaries, due to its provision of vision and power that is needed by a country for the diverse and knowledgeable workforce (Bass, 1997). Viewed from the context of global perspective, leadership demands up-to-date principles and theories that cut across cultural borders. There is an argument that transformational leaders have a big role to play in building up a vision and opening up new avenues that leads to the perception of working independently from employees by highlighting their preference and needs (Northouse, 2013). Transformational leaders have the potential to transcend simple productivity and resource exchanges by deploying their personal acumen and the way they relate with their followers (Nahavandi, 2016). They are geared towards developing and empowering their followers to exert their maximum potentials.

Additionally inject values of ideology and elevated moral purpose among members of their organizations, as they simultaneously impact positively upon their employees (Conger and Kanungo, 2007). Transformational leaders have the capacity to effectively steer their followers by means of the three following modes, namely; creation of strategic vision, communicating their vision to their followers, modelling and enacting the vision (McShane & Von Glinow, 2015). By the first mode, leaders come up with a creative organizational vision which is realistic and promises attractive future so as to enhance bonding among employess as well as to foster the focus of their potential in achieving the goals of the organization. The second mode focuses on the ability of leaders to clearly convey their vision to their subordinates by highlighting strategy meaning as well as underscoring significance of the objectives to employees.

Finally, in the third mode, leaders display their acumen in building up the commitment of their employees and steer this commitment to accomplishment of the objectives. This calls for the right selection of words, well embellished stories and well-designed symbols. Generally, they play a key role in challenging the original frame, stimulating the organization for change, leading the transformation process and designing rewards and other systems that reinforce and institutionalise the process. This is required in public service organizations to enhance service delivery.

2.3 Leadership Styles

Leadership may be a procedure that a person impacts others to realize a target and direct the organization in a very approach that makes it more strong and rational. Leadership is in addition a procedure whereby an individual impacts a group of individuals to accomplish a common objective (Northhouse, 2007). The leadership styles discussed are; bureaucratic, democratic, laissez-faire and authoritarian. The teams of individuals in an organization are always responsible for the overall strategic direction of the organization and better service delivery.

2.3.1 Authoritative leadership Style

This authoritative style of leadership was first proposed by Goleman in 2002 (Fullan, 2007). Characterizing authoritative leadership style is what an authoritative leader is and what the main conduct resembles. The authoritative leader is seen to have such traits as "rising, ordering, status cognizant, unequivocal, coercive, and able in managing emergencies". As far as driving conduct, the leader tends to hold unified specialist, practices the customary hierarchy of leadership and practices various leveled expert, a top-down leader and staff individuals show (Sergiovanni, 2006).

Besides, the leader has a tendency to coordinate other people's work (Robbins, 2005), settle on despotic choices, expects and requires staff individuals' accommodation. At the point when subordinates have alternate points of view and protection from the leader's demand and has the intensity of goals to oversee startling emergencies, the leader utilizes compulsion. Something else, as Fullan (2007) brings up, the authoritative leaders are normally not great audience members. This style of leadership is successful in circumstances where there are significant issues to manage, or staff individuals are delivering low execution yet opposing to change on their work.

2.3.2 Participative (Democratic) Leadership Style

Participative leadership, otherwise known as democratic leadership, is by and enormous the most effective leadership vogue. Democratic leaders supply direction to assemble people, but they in addition take Associate in Nursing interest within the gathering and allow contribution from alternative gathering people. Participative leaders urge assemble people to require Associate in Nursing interest, but hold the last say over the fundamental leadership method. Gathering people feel occupied with the procedure and square measure additional persuaded and creative. The Hawthorne studies were completed somewhere within the range of 1927 and 1932 at the Hawthorne Works of the Western electrical Plant within the US. In one amongst these examinations a gathering of girls laborers UN agency were amassing hand-off switches for phones was touched to Associate in Nursing exceptional area and a progression of changes were bestowed whose result on potency was researched. The scientists probable that every modification enlarged generation. Representatives deduced that administration considered them and reacted by operating all the additional fruitfully. The 'Hawthorne impact' is known as when this marvel of operating more durable as a results of sentiments of cooperation in one thing imperative (Roberts and Hunt, 1991).

There square measure varied benefits of democratic leadership. Colleagues have a bent to own high employment fulfillment and square measure profitable on the grounds that they are additional related to decisions. This vogue in addition builds up relationship building abilities'. Colleagues feel liable for their fate, therefore they are galvanized to knuckle down by one thing apart from a monetary fund reward. Since support needs some investment, this technique will moderate basic leadership, but the end result is usually nice.

The methodology are often most cheap once filling in as a bunch is basic, and once quality may very compare to proficiency or profit. the downside of democratic leadership is that it will often block circumstances wherever speed or productivity is basic. as an example, amid Associate in Nursing emergency, a bunch will squander vital time collecting individuals' information. Another disadvantage is that some colleagues most likely will not have the educational or mastery to grant prime notch input (Mwalala, 2008). Democratic leadership therefore is very crucial for success of an organization since it allows people to express their opinions, thus bring creativity.

2.3.3 Bureaucratic Leadership Style

Bureaucratic leaders work "by the book." They take once standards completely, and guarantee that their kin take once ways completely. This can be a correct leadership vogue for work as well as real dangers, (for example, operating with hardware, with harmful substances, or at unsafe statures) or wherever intensive entireties of money square measure enclosed. Grievous bodily harm Webber's Theory of forms depicts another structure frame (that is administration) that Weber saw had begun developing in civilization amid the last half of the nineteenth century. As indicated by him, during this new kind of organization, leadership and specialist were gotten from a additional 'discerning' structure than was things antecedently. Beforehand, authority was derived from either attractiveness or custom.

On account of enticing specialist, adherents obeyed proficient leaders out of dedication, unwaveringness and regard. Weber distinguished 3 key highlights of official organizations. Initially, bureaucracies had a proper and unambiguous varied leveled structure of power and authority. Secondly, bureaucracies had associate degree convoluted, rationally determined and deliberate division of labor.

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Thirdly, organizations were administered by an appointment of general, formal, express, thorough and to an excellent extent stable decides that were generically connected in basic leadership; conjointly, all decisions and correspondences were recorded in perpetual documents and such records were used to refine existing tips and confirm new ones (Weber, 1947). As indicated by Merton (1976) a major disappointment of administration was its inclination to encourage 'objective removal'. Unnecessary adherence and adjustment to tenets and controls brought about guidelines getting to be closes in themselves, and now and again kept organizations from accomplishing their genuine objectives.

Furthermore, organizational individuals in administrations regularly attempted to apply formal guidelines and techniques in inadmissible circumstances - for instance in one of a kind circumstances, regarding them as normal - in this way bringing about useless. Consumes and Stalker (2012) saw that exceptionally bureaucratic organizations were impervious to change. A common environment of chain of importance, control, proficiency and consistency implied that organizational individuals favored self-coherence and felt debilitated by change. Such organizations, in this way, were poor at enhancing or at grasping new thoughts.

2.3.4 Laissez-Faire Leadership Style

Laissez-Faire leaders provide subsequent to zero direction to people and give up basic management over to aggregate people. While this fashion may be possible in occasions where gather people are surprisingly certified in a subject remember, it often prompts inadequately characterized jobs and a scarcity of thought. An enterprise to differentiate diverse varieties of pioneer behavior on the gathering was led at the University of Iowa with the aid of a gathering of researchers.

The analysts' concept of three management patterns to decide their effect on the demeanors and performance of the subordinates. Laissez faire leaders permit the gathering decide their personal and gave them end opportunity. At the cease of the day, they don't provide any management in any way. A portion of the ramifications of the exploration were that of the three forms of leadership, subordinates desired equitable style the great. They likewise preferred laissez-faire management fashion over the tyrant one. Tyrant leaders get forceful or indifferent conduct from their subordinates.

Efficiency become extremely well below the dictator pioneer than below the simply one. Be that as it can, it ended up being the maximum reduced beneath the laissez-faire pioneer's supervision (Lunenburg and Ornstein, 1996). The precept gain of laissez-faire leadership is that giving colleagues so much self-governance can activate excessive employment success and increased efficiency. The downside is that it tends to damage if colleagues do not deal with their opportunity well or inside the occasion that they do not have the facts, competencies, or suggestion to do their paintings safely.

2.4 Empirical Review and Research Gaps

Abe and Monisola (2014) did a study to investigate the link between citizen participation and service delivery in Ekiti State, Nigeria. The investigation uncovered that absence of political interest frustrates successful administration conveyance and should make a road for absence of straightforwardness and responsibility. That is fundamental for productive utilization of accessible assets for the advantages of the general population in the general public.

This study was a case study that used data from only one state in Nigeria thus findings are not generalizable in other cultural and institutional settings. However, the current study is different in that it collected data from a sample of five county governments. The reviewed study also measured service delivery from one perspective (service accessibility) rather than from multiple perspectives (service accessibility, quality and citizen satisfaction). The current study further differs from the reviewed study because it will focus on leadership styles and service delivery.

Nayak and Samanta (2014) "studied the role of participation (which covered attending meetings, lodging Complaints, raising voice and making contributions) in public service delivery: a case of rural west Bengal, India. The results revealed that raising voice and making contributions positively influenced service delivery. In any case, the coefficient of going to meeting was huge however negative, inferring consequently that minor participation does not enable a family unit to impact choices to its support. The reviewed study focused on citizen participation construct and failed to consider aspects of leadership. The reviewed study was done in India and hence difficult to generalize to other settings while current study will be carried out in Kenya. Macharia et al. (2014) inspected the impact of national cooperation on decentralized administration conveyance in Kenya. Results revealed that allocative efficiency has a positive effect towards decentralized service delivery. Further, the researcher s found that citizen participation strengthens responsibility in the completing of projects. In this manner they reasoned that native support in regions undertakings positively affect decentralized administration conveyance in Kipipiri Constituency."

In measuring service delivery, the study ignored reliability, availability and quality of service being offered. The reviewed study focused on citizen participation and disregarded other constructs of decentralization (fiscal decentralization, administrative decentralization, and political decentralization and accountability practices). The reviewed study was based on one constituency thus the results may not be generalized in counties settings. The current study will be based on an entire county government in Kenya.

Hasnain (2010) investigated the linkage between devolution, responsibility and administration conveyance in Pakistan. The investigation discovered proof that the immediate openness of neighborhood strategy producers to residents is impressively more prominent than that of commonplace and national approach creators, permitting general society numerous more channels to impart their requests to the legislature. The reviewed study differs from the current study in that it focused on political accountability (electoral accountability) and failed to consider leadership styles. The reviewed study was also done in Pakistan and hence difficult to generalize to other settings. Further, the reviewed study also suffers from methodological limitation as it uses qualitative method to analyze the data. The current study will adopt both descriptive (means and frequencies) and inferential statistics (correlation analysis) in data analysis.

Uddin (2013) carried a study on the role of transformational leadership and effective service delivery. The context of his research was the banking sector in Pakistan. From his study, he concluded that transformational leadership and quality service delivery is related. Another study locally by Muhoro (2011) was on the effect of leadership style on service delivery.

The research design was a qualitative case study on Telecom Kenya. He concluded that good leadership was crucial in effective service delivery. Graetz (2000) conducted a study on leadership and recognized the role of good leadership style in achieving better results in an organization. He concluded that transformational leadership is directly related to service delivery. Another researcher, Ajmal Sajid and Aswan (2012) conducted research on role of leadership on service of an organization. The conclusion of the study was that basic leadership and good management practices are associated with the core competencies of an organization to achieve desired outcomes.

Most of the previous studies on decentralization and service delivery have been done in developed or developing nations of Asia and Latin America. There is relatively little work done on the impact of leadership styles on service delivery in Sub-Saharan Africa. Consequently, the link between leadership styles and public service delivery in the context of Sub-Saharan Africa is scarcely explored.

Empirical results in developed nations may not be summed up in developing nations because of various social and political setting. Further, there is additionally the need to test if leadership systems, models or theories created in western nations are pertinent in poor African nations. Additionally, it has been contended that individuals' states of mind, convictions and qualities shift crosswise over nations, societies and continents. Subsequently, this study will bridge the knowledge gap by establishing the impact of leadership styles on service delivery in the public sector in Kenya with specific focus on the County government of Mombasa.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was utilized to conduct the study. It covers the research design, population of study, data collection tools and data analysis techniques that were used during this study. The chapter also looks at the targeted population and the method of reaching the population.

3.2 Research Design

This study adopted a descriptive research design. Descriptive design is the procedure of gathering data in order to check hypothesis or to reply questions regarding the current status of the subject under study (Mugenda & Mugenda, 2003). The research adopted the descriptive design because of the capability to collect a large amount of data quickly and at a minimal cost. According to Sekaran (2006) descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in the situation.

This research design is suitable for this study as it assists in establishing the leadership styles that are currently employed at the County government of Mombasa. It was also useful in establishing the effect of the leadership styles on service delivery to the citizens of the County. The research design adopted will also enable the departments within Mombasa County to give their independent opinion about the county leadership.

3.3 Population

The study population comprised of respondents from four departments namely; Health, Devolution & Public Service Administration, Trade, Tourism and Investments, Finance & Economic Planning, Agriculture, Fisheries, Livestock & Cooperatives and Transport, infrastructure & Public works (Mombasa County government, 2018). This included middle level and top level staff in the mentioned departments.

Table 3.1 Study Population

Department	Number of employees	Percentage in total population
Health	65	21
Devolution & Public Service Administration	42	14
Trade, Tourism and Investments	54	18
Finance & Economic Planning	59	19
Agriculture, Fisheries, Livestock & Cooperatives	45	15
Transport, infrastructure & Public works	42	13
Total	**307**	**100**

Source: Human Resource Department Mombasa County, 2018

3.4 Sample Size and Sampling Procedures

Stratified sampling technique was used to select the sample for this study. Stratified sampling is where the researcher divides a study area in portions and then he/she picks few individuals for study. The sample size comprised of 155 respondents. This comprised 50% of the target population and ensured that all the strata within the study area were included in the study. The sample size was derived as shown on Table 3.2.

Table 3.2: Sample Size

Department	Number of employees	Sample
Health	65	33
Devolution & Public Service Administration	42	21
Trade, Tourism and Investments	54	27
Finance & Economic Planning	59	30
Agriculture, Fisheries, Livestock & Cooperatives	45	23
Transport, infrastructure & Public works	42	21
Total	**307**	**155**

Source: Research Data, 2018

3.5 Data Collection

Primary and secondary data was used to achieve the objectives of this study. Questionnaires were used to gather primary data. These contained both structured and unstructured questions. The questionnaire were divided into two sections. Section A collected personal data of the respondents while section B focused on the relationship between leadership styles and service delivery in the County government. The questionnaires were dropped and picked later from the respondents. Where necessary the questionnaires were sent via email and follow ups were done to ensure the respondents filled and returned them on time.

3.6 Data Analysis

The collected data was first checked for completeness, uniformity, accuracy as well as consistency. Data coding was also be done to classify responses into meaningful categories to enable data analysis. In order to facilitate comparison and enable further data analysis, frequency tables were used. This offered a systematic and qualitative description of the data collected.

The likert scale was used to scale the responses on the respondents' level of agreement or disagreement with a number of statements which were then be analyzed through mean scores and standard deviation. Descriptive statistics were used to analyze the data further in order to identify trends in the responses. These included mean scores and standard deviation. In order to establish the relationships between leadership styles and service delivery the product moment coefficient of correlation was used.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The objective of this study was to establish the influence of leadership styles on service delivery in Mombasa County. Out of the targeted 155 respondents, 109 (70%) responded to the questionnaire with a non-response rate of 30%. This was considered adequate for the objectives of this study. In this chapter, the analyzed data is presented together with the relevant interpretations. Findings have been presented in two parts: General information on respondents and the influence of leadership styles on service delivery.

4.2 General Information

The study sought to establish the general information on the respondents in terms of department, length of service and role in the department. This section presents the analysed data in relation to the three personal attributes of the respondents.

4.2.1 Number of Respondents from each Department

Table 4.1: Number of Respondents from each Department

Department	Frequency	Percentage
Health	22	19
Devolution & Public Service Administration	18	17
Trade, Tourism and Investments	20	18
Finance & Economic Planning	16	15
Agriculture, Fisheries, Livestock & Cooperatives	15	14
Transport, infrastructure & Public works	18	17
Total	**109**	**100**

Source: Research data, 2018

Table 4.1 indicates that 22 (19%) of the respondents were from the health department, 18 (17%) from Devolution & Public Service Administration and 20 (18%) were from Trade, Tourism and Investments. Finance & Economic Planning had 16 (15%), Agriculture, Fisheries, Livestock & Cooperatives 15 (14%) while Transport, infrastructure & Public works had 18 (17%). This shows that the respondents were well distributed across all the departments at Mombasa County.

4.2.2 Years in Service

All the respondents were requested to indicate how many years they had worked for the County government of Mombasa. Data was analyzed using frequencies and percentages and is presented on Figure 4.1.

Figure 4.1: Years in Service
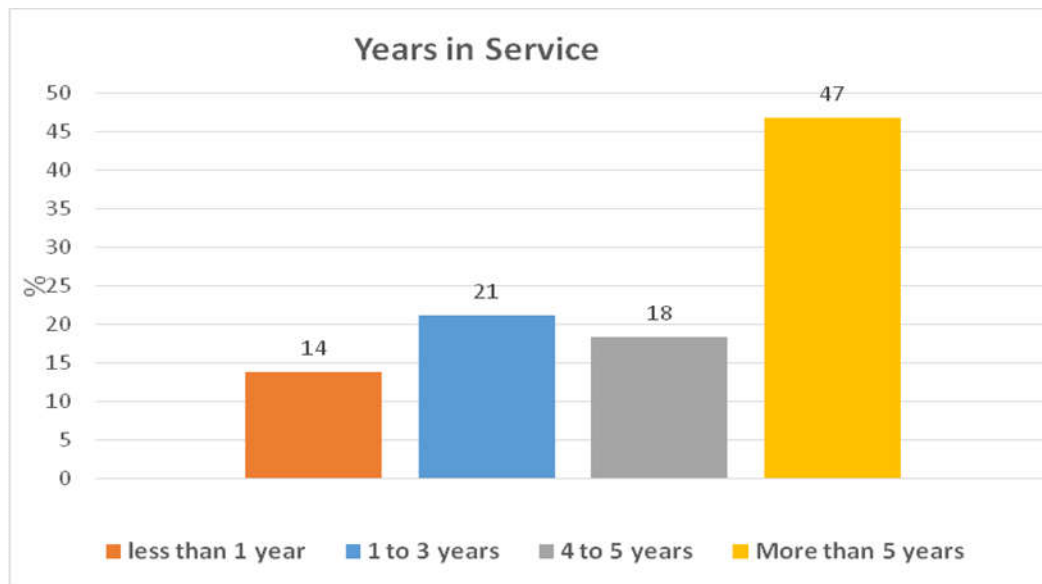
Source: Research data, 2018

Figure 4.1 shows that 14% of the respondents have worked for less than 1 year, 21% for 1 to 3 years, 18% between 4 and 5 years, while 47% for more than 5 years.

This implies that majority of the respondents (65%) have been in continuous service for 4 years and above. Considering the fact that County governments have been in operation for about 6 years now then the respondents were perceived to be more experienced and knowledgeable in matters of devolution.

4.2.3 Role in the Department

The study also sought to understand the roles of the respondents in their respective departments. The aim was to ensure that employees at all levels are involved in this study. The categories targeted were support staff, technical team, supervisors and managers. Results obtained are presented on Table 4.2

Table 4.2 Role in the Department

Department	Frequency	Percentage
Support Staff	16	15
Technical Team	20	18
Supervisory	35	32
Managerial	38	35
Total	**109**	**100**

Source: Research data, 2018

Table 4.2 shows that 16 respondents (15%) were support staff, 20 (18%) from the technical team, 35 (32%) supervisors while 38 (35%) were from the managerial level. This implies that all levels were covered by the study and that majority (67%) were either supervisors or managers.

4.3 Leadership Styles and Service Delivery

The study further investigated the influence of leadership styles on service delivery in Mombasa County. The leadership styles assessed were autocratic, democratic, bureaucratic and laissez-faire. The respondents were required to rate various statements in terms of the extent to which they influence service delivery in the County government. Data was analyzed using mean scores and standard deviations. A mean score of less than 1.5 implies that the statement was rated as very low extent. A mean score of 1.5 to 2.5 implies low extent, 2.5 to 3.5 moderate extent and 3.5 to 4.5 implies great extent. A mean score of more than 4.5 implies very great extent. Standard deviation of less than 1 means that there were no significant variations in the responses while greater than 1 implies that there were significant variations in the responses.

4.3.1 Autocratic Leadership

The respondents were first required to rate the extent to which they agreed or disagreed that autocratic leadership influences service delivery in the County government. The findings of the mean scores and standard deviation are shown in Table 4.3.

Table 4.3: Autocratic Leadership

Statement	Mean	Stdev
The manager makes all the decisions without involving the employees	2.5	0.8
The manager rewards only those who are loyal to him/her	2.6	0.9
The manager punishes those who oppose his/her decisions	3.3	0.5
The manager commands and expects total compliance at all times	3.4	0.9
Employee complains are always ignored	3.0	0.5
Overall	**3.0**	**0.7**

Source: Research data, 2018

Table 4.3 shows that there is moderate application of autocratic leadership at Mombasa County government. All the statements were rated as moderate extent (mean score 2.5 – 3.5). The statements were rated as follows: The manager makes all the decisions without involving the employees (2.5), the manager rewards only those who are loyal to him/her (2.6), the manager punishes those who oppose his/her decisions (3.3), manager commands and expects total compliance at all times (3.4) and employee complains are always ignored (3.0). The overall mean score (3.0) indicates that autocratic leadership is moderately applied in the County government hence has moderate effect on service delivery. There were no significant variations in the responses as the standard deviation was less than 1.

4.3.2 Democratic Leadership

The respondents were then required to rate the extent to which democratic leadership influences service delivery in Mombasa County. The findings of the mean scores and standard deviation are shown in Table 4.4

Table 4.4: Democratic Leadership

Statement	Mean	Stdev
The manager involves employees before making final decisions	4.2	0.5
The manager encourages active participation of employees in decision making	4.4	0.6
The manager is concerned a lot with staff welfare	4.0	0.8
The manager organizes staff training programmes on key issues affecting service delivery	4.1	0.7
Employee complains are taken serious and solutions are sought	3.8	0.5
Overall	**4.1**	**0.5**

Source: Research data, 2018

Table 4.4 indicates that all the democratic leadership factors influence the service delivery in Mombasa County to a great extent (overall mean score = 4.1).

The results show that managers involve employees before making final decisions to a great extent (4.2) and also encourage active participation of employees in decision making (4.4).   The manager is concerned a lot with staff welfare (4.0) and organizes staff training programmes on key issues affecting service delivery (4.1). The findings also indicate that employee complains are taken serious and solutions are sought (3.8). There were no significant variations in the responses as the standard deviation was less than 1.

4.3.3 Bureaucratic Leadership

The study further investigated the extent to which bureaucratic leadership influences service delivery in Mombasa County.   The results of the mean scores and standard deviation are shown in Table 4.5

Table 4.5: Bureaucratic Leadership

Statement	Mean	Stdev
The manager imposes strict and systematic discipline on the followers, and demand business-like conduct in the workplace	4.4	0.4
Managers are empowered through the office they hold: position power	4.3	0.6
Followers are promoted based on their ability to conform to the rules of the office	4.2	0.5
Followers should obey leaders because authority is bestowed upon the leader as part of their position in the company	3.9	0.8
Overall	**4.2**	**0.6**

Source: Research data, 2018

Table 4.5 shows that all the bureaucratic leadership factors influence the service delivery in Mombasa County to a great extent (overall mean score = 4.2).

The findings indicate that managers impose strict and systematic discipline on the followers and demand business-like conduct in the workplace (4.4) and are also empowered through the office they hold - position power (4.3). The results show that followers are promoted based on their ability to conform to the rules of the office (4.2) and that they obey leaders because authority is bestowed upon the leader as part of their position in the company (3.9). The standard deviation was less than 1 hence there were no significant variations in the responses.

4.3.4 Laissez-faire Leadership

The respondents were then required to rate the extent to which laissez-faire leadership style influences service delivery in Mombasa County. The findings of the mean scores and standard deviation are shown in Table 4.6.

Table 4.6: Laissez-faire Leadership

Statement	Mean	Stdev
The manager allows staff to make their own decisions without any interference	3.8	0.6
Every departmental staff is free to make approval of their work without involving the manager	3.6	0.7
The manager is proactive in finding solutions to challenges faced by employees	4.0	0.4
The manager encourages and supports delegation of work to lower levels	4.3	0.5
The manager allows and encourages staff training and development	4.4	0.8
Overall	**4.0**	**0.6**

Source: Research data, 2018

Table 4.6 indicates that Laissez-faire leadership style is practised to a great extent (overall mean score = 4.0) and hence influences service delivery in Mombasa County. The results reveal that managers allow staff to make their own decisions without any interference (3.8) and that every departmental staff is free to make approval of their work without involving the manager (3.6). The findings also show that the manager is proactive in finding solutions to challenges faced by employees (4.0) and that he encourages and supports delegation of work to lower levels (4.3). The data further indicates that the manager allows and encourages staff training and development (4.4). There were no significant variations in the responses as standard deviation was less than 1.

4.4 Correlation between the Study Variables

In determining the interaction between the leadership styles and service delivery, a correlation analysis was undertaken. Leadership styles were correlated with service delivery in Mombasa County. Values of the product moment correlation coefficient range between -1 to +1. This means that correlation can either be negative or positive. The closer the value is to either -1 or +1 the stronger the correlation. The results of the correlation analysis are presented on Table 4.7

Table 4.7: Correlation Matrix

		Autocratic Leadership	Democratic Leadership	Bureaucratic Leadership	Laissez-faire Leadership	Service Delivery
			Correlations			
Autocratic Leadership	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Democratic Leadership	Pearson Correlation	.340*	1			
	Sig. (2-tailed)	.000	.			
Bureaucratic Leadership	Pearson Correlation	.532	.455	1		
	Sig. (2-tailed)	.000	.002	.		
Laissez-faire Leadership	Pearson Correlation	.262**	.717*	.425**	1	
	Sig. (2-tailed)	.000	.001	.002	.	
Service Delivery	Pearson Correlation	.445	.755	.685	.628	1
	Sig. (2-tailed)	.001	.000	.001	.002	-

**. Correlation is significant at the 0.01 level (2-tailed).
*. Likewise N = 109

Source: Research data, 2018

Table 4.7 indicates that all the leadership styles are positively correlated with service delivery. This means that some form of leadership is necessary for service delivery to take place in Mombasa County. Democratic leadership has the strongest correlation $(r = 0.755, p = 0.000)$, followed by bureaucratic leadership $(r = 0.685, p = 0.001)$, then laissez-faire leadership $(r = 0.628, p = 0.002)$ and lastly autocratic leadership $(r = 0.445, p = 0.001)$. The relationship is significant as all p-values were < 0.005. The results also show that there is a positive, weak correlation between autocratic leadership and democratic leadership $(r = 0.340, p=0.000)$ meaning that the relationship is significant. The same variable of autocratic leadership showed a positive, moderate relationship with bureaucratic leadership $(r = 0.532, p=0.000)$ meaning that the relationship is significant.

Democratic leadership has a positive, moderate weak relationship with bureaucratic leadership as shown by correlation coefficient of 0.455 which is significant at its p value of 0.002. Laissez-faire leadership also has a positive, strong relationship with democratic leadership as indicated by a coefficient of 0.717. This relationship was confirmed significant by the *p*-value of 0.001. The correlation analysis further indicated the presence of a positive, moderately weak relationship between laissez-faire leadership and bureaucratic leadership as evidenced by 'r' value of 0.425. This relationship was significant as shown by a p-value of 0.002.

4.5 Discussion of Results

The objective of this study was to establish the influence of leadership styles on service delivery in Mombasa County in Kenya. As far autocratic leadership is concerned, the results show that it is practised to a moderate extent in Mombasa County. The results showed that managers do not make decisions without involving the employees and that the managers do not reward only those who are loyal to them. Since this leadership is not popular it is clear that it also has a moderate effect on service delivery. These results are in line with Nayak and Samanta (2014) who found out that raising voice and making contributions positively influenced service delivery. Autocratic leadership does not encourage employee participation in decision making hence has a moderate effect on service delivery.

Participative leadership is applied to a large extent in Mombasa County government and it influences the service delivery to a great extent (with an overall mean of 4.1). This is in line with the transactional theory of leadership which argues that quality of service depends largely on the interaction between the leader and the led.

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The results also revealed that democratic leadership is practised to a large extent in Mombasa County. Managers involve employees before making final decisions to a great extent and also encourage active participation of employees in decision making. The manager is also concerned a lot with staff welfare and organizes staff training programmes on key issues affecting service delivery. It is a constitutional requirement that decisions made by County governments must consider public participation views. This may explain why democratic leadership is a popular style hence has greater influence on service delivery. The findings are in tandem with those of Macharia et al. (2014) who found out that citizen participation strengthens responsibility in the completing of projects.

Findings on bureaucratic leadership indicated that it influences the service delivery in Mombasa County to a great extent. The results showed that managers impose strict and systematic discipline on the followers and demand business-like conduct in the workplace and are also empowered through the office they hold - position power. The results show that followers are promoted based on their ability to conform to the rules of the office and that they obey leaders because authority is bestowed upon the leader as part of their position in the company. Public sector management is guided by law, standards and procedures which must be followed. Although views are considered it is done as part of the standard procedures. This explains why bureaucratic leadership is strongly evident among County governments and therefore influence service delivery to a great extent. The findings are in agreement with Abe and Monisola (2014) who found out that political interferences and bureaucratic procedures contributed to delay in implementing government projects.

Results on Laissez-faire leadership indicate that it is practised to a great extent and hence influences service delivery in Mombasa County. The results reveal that managers allow staff to make their own decisions without any interference and that every departmental staff is free to make approval of their work without involving the manager. The findings also show that the manager is proactive in finding solutions to challenges faced by employees and that he encourages and supports delegation of work to lower levels. The data further indicates that the manager allows and encourages staff training and development. This style is popular among project teams and departmental board committees within the County administration. Hasnain (2010) agrees that the immediate openness of neighborhood strategy producers to residents is impressively more prominent than that of commonplace and national approach creators, permitting general society numerous more channels to impart their requests to the legislature.

Based on the correlation analysis undertaken, the results show that all the leadership styles are positively correlated with service delivery. This means that some form of leadership is necessary for service delivery to take place in Mombasa County. Democratic leadership has the strongest correlation followed by bureaucratic leadership then laissez-faire leadership and lastly autocratic leadership. The relationship was found to be significant as all p-values were less than 0.005. The results also show that there is a positive, weak correlation between autocratic leadership and democratic leadership, a positive moderate relationship with bureaucratic leadership and a positive weak relationship with laissez-faire leadership which were all significant.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides a summary, conclusion and recommendations to the study based on research findings. The study sought to establish the influence of leadership styles on service delivery in Mombasa County, Kenya.

5.2 Summary

The analysis was based on four leadership styles: autocratic, democratic, bureaucratic and laissez-faire. Findings on autocratic leadership showed that it is not widely practised in Mombasa County. The results showed that managers do not make decisions without involving the employees and that the managers do not reward only those who are loyal to them. Since this leadership is not popular it is clear that it also has little effect on service delivery.

The results revealed that democratic leadership is widely practised in Mombasa County. Managers involve employees before making final decisions to a great extent and also encourage active participation of employees in decision making. The manager is also concerned a lot with staff welfare and organizes staff training programmes on key issues affecting service delivery. Public participation is a constitutional requirement in public sector decision making and this may explain why democratic leadership is popular hence having greater influence on service delivery. Bureaucratic leadership also influences the service delivery in Mombasa County to a great extent. The results showed that managers impose strict and systematic discipline on the followers and demand business-like conduct in the workplace and are also empowered through the office they hold - position power.

The results show that followers are promoted based on their ability to conform to the rules of the office and that they obey leaders because authority is bestowed upon the leader as part of their position in the company. Since public sector management is guided by law, standards and procedures which must be followed, bureaucratic leadership influences service delivery to a great extent. Results on Laissez-faire leadership indicated that it is also widely practised and hence influences service delivery in Mombasa County. The results revealed that managers allow staff to make their own decisions without any interference and that every departmental staff is free to make approval of their work without involving the manager. The findings also showed that the manager is proactive in finding solutions to challenges faced by employees and that he encourages and supports delegation of work to lower levels. The manager allows and encourages staff training and development. This style is gaining popularity among project teams and departmental board committees within the County administration.

Based on the correlation analysis, the results showed that all the leadership styles are positively correlated with service delivery implying that some form of leadership is necessary for service delivery to take place in Mombasa County. Democratic leadership has the strongest correlation followed by bureaucratic leadership then laissez-faire leadership and lastly autocratic leadership. The results also showed that there is a positive, weak correlation between autocratic leadership and democratic leadership, a positive moderate relationship with bureaucratic leadership and a positive weak relationship with laissez-faire leadership. These were all confirmed to be significant.

5.3 Conclusions

Based on the above findings, the study made several conclusions. Firstly, that the autocratic leadership style is not widely practiced and hence has little influence on service delivery in Mombasa County. Secondly, the study concluded that democratic leadership is widely practiced in Mombasa County and has great influence on service delivery. The democratic leadership characteristics include: employee involvement, participation and delegation of authority.

Thirdly, the study concluded that bureaucratic leadership is widely practiced in Mombasa County due to standard procedure requirements by the central government and the Constitution of Kenya. Therefore it has immense influence on service delivery either by enhancing or delaying service delivery. The bureaucratic leadership factors include; red tape, compliance with standards, procedures and laws.

Lastly, the study concluded that laissez-faire leadership is practiced in Mombasa County hence influences service delivery. This leadership style is popular among the project teams and departmental boards and committees. Features include allowing employees to make their own decisions without involving the managers or supervisors.

5.4 Recommendations of the Study

The findings of this study underline that the leadership styles are positively correlated and influence the service delivery in Mombasa County. County governments that want to improve their service delivery must therefore take into consideration the leadership style they adopt. It is highly recommended that the county government of Mombasa should ensure that there is both employee involvement and participation in decision making to enhance service delivery.

Employee involvement in decision making process ensures that they own the projects leading to improved service delivery. Involving staff at every stage of decision making also ensures that they understand what they are required to do. The study further recommends that all the officers in charge of County projects should be trained by the government on leadership skills which will in turn enhance service delivery in all departments. This is because the application of appropriate leadership styles influences service delivery in County governments. Training will help in capacity building in all departments and will improve the quality of decisions made by the leaders resulting in better services to the citizens.

5.5 Limitations of the Study

Although this study aimed to make a significant contribution to the body of knowledge on strategic management of the public sector, certain areas still need to be explored or expanded. Based on the outcomes of this research four styles were assessed at the same time. This may have been difficult to handle by most respondents resulting in some mixed findings. This study is however a step towards providing insight on the influence of leadership styles on service delivery in County governments in Kenya.

The study also has a limitation in assessing the quality of service delivery, since there was only the service chatter where information could be extracted. The individuals concerned were reluctant to give some private information on employees behaviour such as the rate of absenteeism and the number of complaints lodged by service recipients.

5.6 Suggestions for Further Research

The study was conducted in Mombasa County only. The findings can be verified by conducting the same study on other Counties within the Coastal region or in other regions or even the entire Country as well. This will help to identify if other Counties and regions have similar or different results. The study findings are according to the employees' point of view. The scope of the study may also be extended to cover other strategic aspects of the County governments in Kenya.

This study is also limited to the extent that it focuses on a specific county i.e. Mombasa county, and also one aspect of measuring quality service, i.e. leadership style. It is recommended that for a start a similar study be undertaken within a region with wide context and findings be compared to the Mombasa County context. This will provide a basis upon which the counties in Kenya can be rated in terms of their service delivery against other counties in the region.

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APPENDICES

APPENDIX I: LETTER TO RESPONDENTS

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT SCIENCE

Telephone: 4184160/1-5 Ext. 220 Email: commerce@uonbi.ca.ke	P.O. Box 30197 Nairobi, Kenya

29th November, 2018

TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER

This is to certify that **ODERO HELLEN AKINYI (REG. NO. D61/64849/2013)** is a bona fide student of the University of Nairobi, pursuing a degree in Masters of Business Administration (MBA).

As part of the fulfillment of the requirement of the course, he is undertaking a study titled "*THE INFLUENCE OF LEADERSHIP STYLES ON SERVICE DELIVERY IN MOMBASA COUNTY.*"

You have been selected as one of the respondents in the study. The purpose of this letter therefore, is to kindly request you to assist and facilitate in carrying out the study in your organization by answering the questions in the attached questionnaire.

Data and information obtained through this exercise is purely for academic purpose and will be treated with utmost confidentiality. In case of any questions or clarifications, she can be reached on 0721544651 or hellenodero266@yahoo.com.

Your assistance and cooperation will be highly appreciated. Thank you very much in advance.

Yours Faithfully,

2 9 NOV 2018

Dr. Stephen Odock,
Coordinator, School of Business, Mombasa Campus

APPENDIX II: QUESTIONNAIRE

This questionnaire is to assist the researcher to gather some information on her MBA research titled ''**Relationship between Leadership Styles and Service Delivery in the County Government of Mombasa, Kenya**'' Please complete the following section by ticking, circling the right choice answer or writing down your answer. The information you provide will only be used for academic purposes and will be treated with strict confidentiality.

SECTION A: RESPONDENTS PROFILE
Name of department: …………………………………………………….
How many years have you worked in this department?

Less than 1 year   ( )
1 to 3 years   ( )
4 to 5 years   ( )
More than 5 years   ( )

Which description fits your role in the department?

Support Staff   ( )
Technical Team   ( )
Supervisory   ( )
Managerial   ( )

SECTION B: LEADERSHIP STYLES & SERVICE DELIVERY
In this section kindly tick where appropriate and provide a brief explanation for your response.

Does your organisation apply autocratic leadership styles to improve service delivery?

Yes   ( )   No   ( )

Explain your answer:
………………………………………………………………………..

Indicate the times at which autocratic leadership is applied in your organisation

All the time   ( )
Sometimes   ( )
In most cases   ( )
Not at all   ( )

Indicate the extent to which the following aspects of autocratic leadership affect service delivery in the County government. Use the following scale: 1- To a very low extent; 2 – To a low extent: 3 – To a moderate extent: 4 – To a great extent: 5- To a very great extent.

Statement	1	2	3	4	5
The manager makes all the decisions without involving the employees					
The manager rewards only those who are loyal to him/her					
The manager punishes those who oppose his/her decisions					
The manager commands and expects total compliance at all times					
Employee complains are always ignored					

Describe how autocratic leadership enhances service delivery in the County government?

…………………………………………………………………………………………

……………………………………………………………………………

Does your organisation apply democratic leadership styles to improve service delivery?

Yes   ( )   No   ( )

Explain your answer: …………………………………………………………….

Indicate the times at which democratic leadership is applied in your organisation

All the time   ( )
Sometimes   ( )
In most cases   ( )
Not at all   ( )

Indicate the extent to which the following aspects of democratic leadership affect service delivery in the County government. Use the following scale: 1- To a very low extent; 2 – To a low extent: 3 – To a moderate extent: 4 – To a great extent: 5- To a very great extent.

Statement	1	2	3	4	5
The manager involves employees before making final decisions					
The manager encourages active participation of employees in decision making					
The manager is concerned a lot with staff welfare					
The manager organizes staff training programmes on key issues affecting service delivery					
Employee complains are taken serious and solutions are sought					

Describe how democratic leadership enhances service delivery in the County government?

…………………………………………………………………………………………

………………………………………………………………………………

Does your organisation apply bureaucratic leadership style to improve service delivery?

Yes   ( )   No   ( )

Explain your answer:

…………………………………………………………………………………….

Indicate the times at which bureaucratic leadership is applied in your organisation

All the time   ( )
Sometimes   ( )
In most cases   ( )
Not at all   ( )

Indicate the extent to which the following aspects of bureaucratic leadership affect service delivery in the County government. Use the following scale: 1- To a very low extent; 2 – To a low extent: 3 – To a moderate extent: 4 – To a great extent: 5- To a very great extent.

Statement	1	2	3	4	5
The manager imposes strict and systematic discipline on the followers, and demand business-like conduct in the workplace					
Managers are empowered through the office they hold: position power					
Followers are promoted based on their ability to conform to the rules of the office					
Followers should obey leaders because authority is bestowed upon the leader as part of their position in the company					

Describe how bureaucratic leadership enhances service delivery in the County government?

…………………………………………………………………………………………

…………………………………………………………………………………..

Does your organisation apply Laissez-faire leadership style to improve service delivery?

Yes   ( )   No   ( )

Explain your answer: …………………………………………………………….

Indicate the times at which Laissez-faire leadership is applied in your organisation

All the time   ( )

Sometimes   ( )

In most cases   ( )

Not at all   ( )

Indicate the extent to which the following aspects of Laissez-faire leadership affect service delivery in the County government. Use the following scale: 1- To a very low extent; 2 – To a low extent: 3 – To a moderate extent: 4 – To a great extent: 5- To a very great extent.

Statement	1	2	3	4	5
The manager allows staff to make their own decisions without any interference					
Every departmental staff is free to make approval of their work without involving the manager					
The manager is proactive in finding solutions to challenges faced by employees					
The manager encourages and supports delegation of work to lower levels					
The manager allows and encourages staff training and development					

Describe how Laissez-faire leadership enhances service delivery in the County government?

…………………………………………………………………………………

Thank you for your time