

**LEADERSHIP FACTORS AFFECTING COMPLIANCE WITH TRAFFIC LAWS
AND REGULATIONS AMONG PUBLIC SERVICE VEHICLE DRIVERS IN
NAIROBI COUNTY**

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DECLARATION

I declare that this thesis is my original work and has not been submitted to any other college
or university for academic credit.

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DEDICATION

I wish to dedicate this work to my dear family, my mother Esther and my children who were the source of motivation in my studies as well as in this research, especially for their care and sacrifice throughout my studies. The love, care, concern, support, encouragement and enthusiasm they offered was the inspiration that kept me going to finally achieve this goal. May God bless and keep them well.

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ABBREVIATIONS AND ACRONYMS

ANOVA	:	Analysis of Variance
KeNHA	:	Kenya National Highway Authority
KII	:	Key Informant Interviews
MOA	:	Matatu Owners Association
NTSA	:	National Transport and Safety Authority
PSV	:	Public Service Vehicles
RBT	:	Rapid Bus Transportation
SACCOs	:	Savings and Credit Cooperatives
SPSS	:	Statistical Packages for Social Sciences
TLB	:	Traffic Licensing Board

DEFINITION OF TERMS

Leadership: The term is used in the study to refer to the capacity bestowed on individuals to lead and also the group of individuals bestowed the role to be leaders within the transport industry (o.d).

Leadership Factors: This refers to the traits of the people with leadership positions that ensures they are able to lead the team he leads competently based on their values, culture and alignment to the firm strategies (Bass 1985).

Leadership values: A set of clear ethics that, among other things, emphasizes the organization's commitment to legal and regulatory compliance, integrity, and business ethics (Deloitte, 2009).

Leadership Culture: Leadership's beliefs, values, attitudes, ideologies, practices, customs, and language within the sector; (Verhezen, 2010).

Matatu: A term coined by Kenyans that refers to the public transport vehicles – specifically the minibuses and buses that ferry people and goods to and from various destinations within the country; (Kitheka, 2014).

Public Service Vehicles: Refers to vehicles that are licensed to offer transport services to passengers for hire or reward (Chitere, 2014).

Rules and regulations enforcement: This refers to the act of compelling a social group targeted by a law, rule, regulation, standard or social norm to comply through positive or negative reinforcement where they impose rewards for compliance or punishment for resistance (Watling & Leal, 2012).

Strategic Leadership: Managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary (Sterling, 2013).

Transport Industry Regulators: Refers to the institutions mandated to oversee the efficient operations of the transport industry (Gonzales, *et al.*, 2009) such as the National Transport and Safety Authority (NTSA), The Traffic Police Force, county transport department, Kenya National Highway Authority (KeNHA) among others for the case of Kenya

ABSTRACT

Public service vehicles play a vital role within the Kenyan economy in ensuring there is movement of resources. However, over the years, public service vehicles have increased tremendously consequently increasing competition within the sector, and at the same time has become a cause of loss and death for many people. Traffic laws and regulations have been created over the years to control and bring sanity to the sector. PSV drivers of the popular matatu industry in Kenya are known for their total disregard of these traffic laws and regulations. Seemingly they are also feared by other road users on the Kenyan roads, more so those in Nairobi County. However, little has been done to clearly explain the specific leadership factors affecting compliance to traffic laws and regulations among PSV drivers. This study therefore sought to assess the leadership factors affecting compliance with traffic laws and regulations among the Matatu drivers in Nairobi County. The study specifically sought to meet the objective of evaluating the leadership values, leadership culture and strategic leadership within the Matatu SACCOs, and their influence on drivers' compliance to traffic laws and regulations. The study achieved this by applying a descriptive research design on a population of Matatu SACCOs plying routes within Nairobi County. This was acquired using stratified random sampling. Key informants were made up of county transport departments, the traffic police, drivers, officials of Matatu Owners Association and National Transport Authority. The study was informed by both primary and secondary data in both qualitative and quantitative forms, collected using an open and closed ended questionnaire and complemented by an interview guide. The data was analysed using SPSS tool which was utilized to come up with descriptive statistics such as frequencies and measures of central tendency such as mean and standard deviation as well as inferential statistics. The study found that Matatu SACCO leaders have leadership values, strategic leadership, and leadership culture in the Matatu sector in Nairobi county. The study found that leadership values, strategic leadership, and leadership culture among SACCO leaders influences the Matatu drivers' compliance with traffic laws and regulations, leading to the conclusion that leadership within Matatu SACCOs affects drivers compliance with traffic laws and regulations. The study recommends that policy makers and other stakeholders within the Matatu sector consider investing more on leadership within the Matatu SACCOs as one of the ways to improve compliance to traffic laws and regulations and hence enhance the SACCOs ability to influence their drivers. Due to the limitation in scope to the PSV Matatu sector, the study proposes other studies on the leadership effect on compliance with laws and regulations within other motorist groups such as private vehicle owners, corporate and government vehicles hence suggests further research on the phenomenon.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This is an introductory chapter which delivers the background of the study highlighting its key elements related to leadership factors affecting compliance to traffic laws and regulations. This chapter examines the background to the study, statement of the problem, the objectives of the study, research questions and justification of the study. The chapter also highlights the scope and the limitations of the study already defined.

Background to the Study

Leadership is defined as the leader's ability to anticipate, envision, maintain flexibility and empower others towards creating necessary strategic change (Hannah, 2011). Leadership is multifunctional, involves managing through others and helps organizations cope with change that seems to be increasing exponentially in today's business environment. Identifiable actions characterizing leadership that positively contributes to adoption of regulations determining strategic direction include: establishing balanced organizational controls, effectively managing the organization's resource portfolio, sustaining an effective organizational culture, and emphasizing ethical practices. Mayer and Greenbaum, (2012) highlighted several barriers to adherence on regulations. A lack of leadership, and specifically strategic leadership, at the top of the organization has been identified as one of the major barriers to industry performance. In turn, good leadership is also viewed as a key driver to effective implementation of regulations and performance. Managers cannot create coordination mechanisms or integrate strategic and short-term operating objectives if job responsibilities and accountability are unclear. The problem is that job-related responsibilities are not always clear, and even authority is not always unambiguous. Responsibility and accountability are often blurred when people from different divisions, functions, or

hierarchical levels come together to solve a problem. To execute rules, responsibility and accountability must be clear. Use of a responsibility matrix or similar tool can help to define key execution tasks or activities and the people responsible for them. Without this clarification of roles and responsibilities for critical tasks, decisions, and outcomes, making strategy work is difficult. It's the leadership of the industry that determines its success or failure which is not different in the public service vehicles industry in Kenya.

Road traffic accidents have continued to be one of the greatest challenges not only in Kenya but globally. The World Health Organization in 2012 published accident statistics indicating that globally, an estimated 1.2 million people are killed annually through road traffic accidents and millions more are injured or disabled. Besides creating enormous social and economic losses to individuals, families and communities, road traffic accidents place a heavy burden on health services and economic development.

The Institute for Transport Accident Research and Data Analysis (2010) survey noted that, in most countries, fatalities decreased by around 50% over the period 1970-2005 but performance has not been evenly spread. The greatest regional reductions were in countries in Western Europe and the Asia-Pacific region (declines of 61% and 45%, respectively). In North America (United States and Canada), fatalities decreased by 20%, with reductions generally greater during the 1980's than in subsequent years. Central and Eastern European Countries (CEEC) and the Commonwealth of Independent States (CIS) achieved considerable annual reductions in the 1990's but since 2000, fatalities have stabilized in the CEEC and have increased in the CIS. Majority of the countries in the CIS are African and Africa has had increasing road related fatalities for a very long period. Kenya is part of the CIS countries with increasing fatalities.

The PSVs have been accused of over speeding, carrying passengers beyond capacity, playing very loud music, reckless and careless driving, being rude to passengers and driving un-roadworthy vehicles, among others (Ngui, 2014). Kenya loses an average of 3000 lives through traffic accidents annually and more than ten times this number end up partially or totally disabled (Kitheka, 2014). Some of the accidents recorded in Kenya over the past years are very grisly, with some claiming entire families. The problem has not been due to lack of road safety regulations but their poor enforcement. The Traffic Act and Regulations amended in 2015 provides the legislative framework to guide the standards required to ensure safety on Kenyan Roads (Laws of Kenya, Chapter 403). The study is focused on addressing the leadership factors that affect the compliance to traffic rules

Traffic Laws

Transport is an important contributor to the well-being of any economy hence is a crucial ingredient in modern economies and societies. Modern societies demand a workforce that is mobile in its mind-set and physical means. To accommodate these views, the transport systems (infrastructure) and services need to evolve into one of the specialized sectors of the economy. In case transport sector fails to perform; the change towards modern economies and societies is distorted, leading to among others prevailing poverty (Kamuhanda and Tanburn, 2011).

The need for increased mobility in today's society has resulted in the development of transportation systems in which the 'human operator' is the central element. However, any system which relies on the individual actions, behaviour and interests of many different operators is invariably bound to result in some form of conflict. The role of human error has also been well documented as one of the main contributing factors in majority of road accidents. The magnitude of this problem is reflected in the large amount of road safety research which has focused on attitudinal and behavioural approaches to better understand the

relationship between the ‘human operator’ and road accident prevention and causation (Sprattler, 2012). The impact of the public transport sector to the economic growth and to other sectors of the economy depends fully on the sanity in the sector. Sanity is brought about by appropriate statutory provisions and regulations’ implementation strategies and compliance to the same. Stakeholders in the transport sector such as National Transport Authority (NTSA), Traffic Police, County Transport Department, Matatu Sacco officials, Matatu Owners, PSV drivers and passengers most likely affect the implementation of traffic laws and regulations through their commitment and awareness either positively or negatively.

Kenya has a wide array of traffic laws and regulations aimed at ensuring sanity in the sector. However, the County government caters for some of the regulations while the Traffic Act, Chapter 403 of 2015, Laws of Kenya offers the overall laws governing the transport sector. The Local Government Act and the Traffic Act gives a wide range of responsibilities to local authorities with respect to urban public transport. Section 72B of the Traffic Act for instance, empowers the local authorities to designate parking places for vehicles including Public Service Vehicles. The Traffic Police is the most crucial road transport policy implementation agent. They are required to enforce traffic laws, examine PSV drivers and issue certificate of good conduct to the PSV crew. The new Transport and Safety Authority Act 2012 that repealed the Transport Licensing Act Cap 404 has not addressed the most pertinent issues of an integrated modern transport system.

Part V of the Traffic Act, 2015 has provided for what would be considered punitive consequences for breaking the law. It states that; “This law affects both public and private motorists so that anyone driving under influence of alcohol would be fined KSHs 500, 000.00 or serve 10 years in jail or both. And overlapping, obstruction, driving on a pavement or through a petrol station to avoid traffic attracts a fine of between KSHs 100,000.00 to KSHs

300,000.00 or one year in jail or both''. With the implementation of these laws and regulations, one would expect motorists to be deterred from committing such offences but that doesn't appear to be the case. It can therefore be deduced that road traffic laws capable of significantly managing road use are there, but the trend in the development of motor transport requires strict enforcement of the law and adequate compliance for these traffic rules to be impactful.

Compliance to Traffic laws

Throughout the world governments continue to enact laws and regulations in an effort to increase efficiency and effectiveness in the management of road transportation yet compliance continues to be a challenge. This non-compliance can be attributed to social norms among the drivers (Björklund & Åberg, 2012). Social norms are standards of behaviour that are accepted within a particular group or society and consist of: perceived behavioural control, injunctive norms and descriptive norms. In driving, perceived behavioural control is a result of individuals exploiting existing opportunities on the roads; injunctive norms are due to pressures from people that drivers respect; and descriptive norms result from the way other drivers behave on the road. Pirie, (2014) observed that since 1998, the government of Uganda had formulated traffic rules for road drivers, set penalties for violation of rules and deployed traffic personnel to enforce compliance, but still there was continued non-compliance with the rules.

Compliance with road traffic rules by drivers is an on-going challenge in Kenya, more so in Nairobi County, the capital city. Traffic rules are said to be violated when drivers deliberately disobey formally prohibited or socially accepted codes of driving behaviour. The government has since independence formulated rules, prescribed heavy penalties and deployed enforcement traffic personnel on most Kenyan roads as a way of ensuring compliance with road traffic rules by drivers. Section 42 of the Traffic Act, for example, limits public service

vehicle speed to 80km/hour aided by mandatory installation of speed governors yet this has been difficult to enforce. Section 66 of the Traffic Act, prohibits continuous driving of PSV vehicles for more than eight hours. However, despite these efforts, there has been continued and increasing non-compliance with road traffic rules by drivers, especially those driving public service vehicles who are the most regular users of roads. Drivers on Kenyan roads fail to respect traffic lights, cross restricted road lanes, talk on mobile phones while driving, drive while drunk, pick and drop-off passengers at undesignated areas, and park at non-gazetted points among other offences.

Leadership and Compliance to Traffic Laws

The attitudes towards various laws differ within the target society such as in cases where drunk driving, driving while fatigued, driving without a seatbelt and speeding appear to differ. In such cases where people's perceptions of the different behaviours differ, there is perception that the apparent fairness of law enforcement activities targeting these behaviours may likewise differ (Farah, 2011). This is where issues of leadership come into play in influencing the change of attitude within the society. Alabi & Alabi, (2010) conceptualize quality of leadership as the ability to achieve a vision and continuously improve the human, economic and social capital of the organization or outfit in a sustainable manner. Leadership in this context is, therefore, not limited to human aspects of influencing or inspiring commitment towards the goal alone. This view suggests that effective management skills should be a requirement for quality of leadership. This is contrary to the views of an empirical work reported by Wendel, (2014) who suggests that management skills, such as planning and organization, failed to register in a list of leadership qualities mentioned by a group of 700 top leaders and followers interviewed.

In defining quality leadership, Stranieri, Ricci & Banterle, (2016) stressed visibility of the leader and nine other elements which include need for a two-way trust, teamwork, clear

objectives, equally clear communication, self-belief, backup with adequate resources, insistence on good performance, humility and controlled aggression towards the opposition. Additionally Wendel, (2014) emphasizes that key behaviours expected of top leaders include ability to motivate others, vision, honesty and integrity, decisiveness and ability to handle crisis and conflicts. Michie, Atkins, & West, (2014a) have identified 14 categories of leader behaviour, including planning and organizing, problem solving, clarifying, informing, monitoring, motivating, consulting, and recognizing. Others are supporting, managing conflict and team building, networking, delegating, developing and mentoring, and rewarding.

In addition, commonly referenced competencies including: integrity/honesty, communication, technical competence, diversity consciousness, developing others, results-orientation, change management, interpersonal skills, problem-solving, decision making, political savvy, strategic/visionary thinking, customer focus, business skills, team leadership, influence skills, conflict management, more recently emotional intelligence, social and environmental responsibility, depending on the culture of the organization even humour and innovation (Wendel, 2014). Laws and regulations are created within institutions to bring order and sanity to various activities at the institution. Their success however depends on the level of compliance among the target individuals to these laws.

The successful compliance to introduced laws and regulations primarily necessitate that individuals embrace behaviour change as directed by the laws. One poorly understood aspect of behaviour change is the leadership triggers since a given trigger succeeds in one social group but fails tremendously in another (Christie, 2010). Example is the Public Service Vehicles (PSV) drivers who are the most crucial road transport policy implementation agents, though they violate traffic rules continuously right under the nose of the vehicle owners, the Matatu SACCOs, local authority leaders and traffic police who seem to accept these

behaviours (Chitere, 2014). Leadership can be broadly classified in terms of leadership traits, situation of leadership, leadership styles and leadership flaws, all which may be used to assess leadership. Understanding the leadership factors influencing compliance to traffic laws among drivers would offer a roadmap to finding a solution to this predicament, thus this study.

Statement of the Problem

The public service vehicles (PSVs), popularly known as ‘Matatus’, play a very vital role in an economy by offering mobility of resources. In view of the value they have to the economy and the need to ensure efficiency and safety of the transport system; many Traffic Laws and regulations have been enacted. Due to daily flouting of traffic laws and regulations, increased accidents, damage to infrastructure and traffic gridlocks in Kenya have become the norm even when the industry regulators continuously amend the laws and regulations to curb the menace.

According to Kayi, (2010), in 2004 when the enforced traffic regulations were put in place, drivers were required to wear a specified uniform and every driver had to undergo compulsory driving test after every two years. It was observed that a significant decline in the number of accidents related to PSVs and private cars was observed. However, one year later (2005), an upward trend in the number of accidents was noted despite the existence of the new regulations, a situation Kayi (2010) links to the fact that the transport sector was informal hence lacked leadership. Leadership is the process of influencing followers. Leaders play an important role in the attainment of organizational goals by creating a climate that would influence employees’ attitudes, motivation, and behaviour (Felfe, 2010). Despite the extensive research on the construct of leadership in the disciplines of management, business, and marketing, a strong scholarly discourse on leadership is lacking especially on leadership in the management of public transport sector and public service vehicles.

Leadership is a key driver to compliance to laws (Zhu, Chew & Spangler, 2005; Michie, Atkins, & West 2014; Kok, et al., 2016). This is the reason why leaders within the sector bear the bulk of blame whenever traffic related disasters occur. However, most studies done on the link between leadership and compliance seems to have stumbled upon it as just one of the factors rather than as a key factor hence the studies have not done much to this link. While efforts are being made at global level to address the role of leadership in road traffic accidents, Kenya though trying, is yet to come up with elaborate measures that can help address this menace effectively and in particular among the PSV drivers. This might be as result of the observation made in this study that none of the studies done in the recent past clearly explains the leadership factors affecting compliance to traffic laws and regulations among PSV drivers. This study therefore sought to establish the leadership factors affecting compliance to traffic laws and regulations among the PSV drivers in Nairobi County with a view to making evidence based conclusions and recommendations that would inform the enhancement of leadership and compliance to traffic laws and regulations in the sector.

Purpose of the Study

The purpose of the study is to establish the leadership factors affecting compliance to traffic laws and regulations among PSV drivers in Nairobi County. This involves a critical examination of the components of leadership and their effects on the level of compliance to traffic laws and regulations observed among the stakeholders in the sector and the ability of leadership to influence compliance to traffic rules among the PSV drivers.

Objectives of the Study

The study was guided by the following specific objectives:

- i. To assess the effect of leadership values on the compliance of PSV drivers to traffic laws and regulations in Nairobi County;

- ii. To establish the effect of strategic leadership on compliance to traffic laws and regulations among the PSV drivers in Nairobi County;
- iii. To examine the effect of leadership culture on compliance to traffic laws and regulations among the PSV drivers in Nairobi County;

Research Questions:

The study sought to find answers to the following research questions:

- i. To what extent does leadership values affect compliance to traffic laws and regulations among the PSV drivers?
- ii. What is the effect of strategic leadership on compliance to traffic laws and regulations among the PSV drivers?
- iii. How does leadership culture affect compliance to traffic laws and regulations among the PSV drivers?

Justification

Despite having in place very elaborate laws and regulations, PSV drivers are known to break them with impunity. Among these are those PSV drivers within Nairobi County who terrorize other road users due to their disregard of traffic rules. They are well known for speeding, carrying passengers beyond capacity, playing very loud music, reckless and careless driving, being rude to passengers and driving un-roadworthy vehicles, among others (Michie, *et al.*, 2014a; Chitere and Kibua, 2012). This study sought to find the leadership link to their disregard of laws and regulations in a bid to find solutions to the issues in the transport industry. The research contributes to the knowledge concerning road accidents that have become common characteristics of Nairobi, county. The study also exposes gaps in enforcement that may be filled to bring sanity to Kenyan roads

Significance of the Study

The findings of this study go a long way in providing helpful information to various groups of beneficiaries. The study significantly benefits policy makers in the transport industry in Kenya. The study brought out the gaps in the existing policies which policy makers can work towards reducing. Based on the study findings, policy makers can be able to come up with effective behaviour change policies that are appropriate in enhancing compliance to traffic laws and regulations. The establishment of factors that cause deviance to traffic laws and regulations was important to the industry as it helps towards adoption of optimal enforcement practices hence enhancing compliance to traffic laws and regulations.

This study assessed the leadership factors behind compliance to traffic laws and regulations among PSV drivers, a group that have shown a lot of fortitude in resisting laws.

Understanding the leadership traits within the PSV sector greatly benefits the industry regulators who are able to devise new ways of enforcing the laws and regulations within the sector. The study helps enforcing officers to find ways in which they can gain better results when carrying out enforcement.

Findings in this study if applied by the sector policy makers, regulators and other stakeholders would cause improvement on the relationship PSV drivers have with other road users especially in reduction of accidents. The study therefore has the potential to improve compliance to traffic laws and regulations among drivers and hence lead to improvement in road use and the general transport sector.

The study adds to the existing body of knowledge in the field of leadership and specifically in relation to compliance with traffic laws and regulations. The study contributes to the aspects of deterrence and motivation in compliance by PSV drivers. This offers researchers interested

in this area of study access to more information on the topic and acts as a reference to future scholars providing them with a platform upon which other related studies can be undertaken.

Assumptions of the Study

This study was undertaken in consideration of a two assumptions. The study rode on the assumption that there is an elaborate and clear leadership structure within the various institutions in the transport sector and they are interlinked to form a network through which information flows. This is what was studied to realize the study outcomes. The study also assumed that the sample of drivers within the study region is homogenous hence the findings can be generalized to represent experiences and outcomes of compliance in Nairobi County which can also be generalized to other parts in Kenya.

Scope of Study

This study sought to establish the leadership factors affecting compliance to traffic laws and regulations among PSV drivers in Nairobi County, Kenya. The study therefore sought study data within a geographical location of Nairobi County in Kenya. The target population consisted mainly of those in leadership positions within the sector comprising of KENHA, NTSA, County Transport Department, traffic department and the leaders of Matatu SACCOs. The study therefore targeted drivers as key informants to further inform the findings. This gave insights into leadership factors influencing compliance to traffic laws and regulations among PSV drivers in Nairobi County.

Limitations and Delimitations

The researcher encountered the following limitations: the respondents approached were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about them or the Matatu owners and management. The study avoided this problem by ensuring that all the study respondents were assured of

anonymity, the role of the study in the transport sector was clearly explained to them and they offered the required information without coercion. Another problem observed was that of the availability and access to literature sources particularly from the key study target, the leaders in the transport sector. There was little access accorded to documentation related to leadership among the office holders. Therefore, to fill this part, the researcher mainly relied extensively on documented data, newspaper articles, and other reports especially from other organizations working with the road transport industry.

The study involved getting information from top management who have tight schedules and were not easily accessible to provide information. Some respondents turned down the request to complete questionnaires. The study was able to conquer this problem by carrying an introduction letter from the University and assuring respondents that the information they gave would be treated with confidentiality and would be used purely for academic purposes. Additionally, funds required to conduct the study to the final stage was limited with time also being observed as a key constraint. The study therefore sought to maintain its operations within the study budget and timeline while welcoming any support accorded to the realization of its objectives.

The delimitation in this study is that other category of drivers on the Kenyan roads (personal vehicle drivers, drivers of large transportation vehicles, motorbike riders, among others) are known to exhibit differing characteristics informing their differences in compliance with traffic laws hence the study only dwelt on Matatu PSV drivers as consideration of the other drivers groups would have enlarged the study scope.

Summary

This chapter delved into the background of the study, statement of the problem, objectives, research questions, scope and the justification of the study. The next chapter – Chapter Two focuses on the review of literature, theoretical and conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter looks at leadership in relationship to compliance to traffic laws and regulations and how the various leadership factors affect this compliance with an objective of reviewing the existing literature. The chapter brings out the theoretical and conceptual relationship within the phenomena of the study. It also offers contextual review of literature by studying the PSV driver's compliance in the Kenyan transport industry.

Compliance with Traffic laws

Traffic laws address the mutual relationship between road users and the relationship between road users and their surroundings. They are aimed at promoting the safe and smooth flow of traffic on roads. Unconscious violation of rules should be addressed by road and vehicle design, but conscious breaking of rules must be addressed through enforcement. Human error is the underlying cause of almost all accidents. The estimates in this regard lead to the conclusion that with over 90% of accidents, human error in observation, decision making and response was involved (Chitere and Kibua, 2012). Only a small proportion of the accidents can be attributed to issues of vehicle defects or faults in road design. Often, the resultant conclusion is that road accidents can only be prevented through institution of rules and regulations, education, information and police enforcement (Sang 2009).

There are many rules specifying the types of behaviour required or permitted for each type of road or situation in each country. These rules specify how to execute certain manoeuvres in certain situations. These rules are necessary for clarity reasons and have to be trained. Some of these rules could have a major impact on road safety, but others do not.

It is the objective of an urban set up to regulate and segregate motor transport in order to avoid safety risks for the population and other negative outcomes realized from it such as emission of harmful gases, noise pollution and vibrations and support of walking citizens and cycling modes and also aims at promotion for quality and cleaner life in the city (Pirie 2014). In order to realize the objective, an integrated and synchronized approach in handling transport is crucial. The bottom line in this scenario being the improvement in quality of transport affairs within the city by increasing traffic flow, improving road safety and lowering negative effects of traffic, including the reduction of accidents, injuries, deaths, material damages, emissions, noise pollution (Watling & Leal, 2012).

Experience has shown that regulation is an essential instrument for improving vehicle safety. Due to competitive considerations, the car industry tends to be hesitant or even reserved in their attitude. This does not detract from the fact that they supply many new ideas and innovations, particularly if manufacturers believe this gives them a stronger position on the market. Poó and Ledesma, (2013) claimed that whether it is cause or effect, regulations have led to greater vehicle safety, although it should be noted that the safety effects of vehicle improvements are frequently claimed and also frequently disputed. One of the regularly recurring issues of debate is the claim that the degree to which drivers responds to technical innovations and the potential gain in safety is dispelled by more dangerous driving behaviour.

Vehicle regulation represents an important step towards safer vehicles, but certainly offers no guarantee that vehicles are used as intended and that they are properly maintained. In a large number of publications (Kayi, 2010; Farah, 2011; Benedek 2012; Chitere & Kibua, 2012; Kitheka, 2014; Pirie, 2014), it is noted that this represents an important road safety issue for developing countries. The average age of a vehicle on average is 2 to 3 times greater than in industrialised countries. Spare parts are unobtainable or expensive, and are 'improvised' on a large scale, in an attempt to keep vehicles on the road for as long as possible (Farah, 2011).

Kenyan transport industry has been operating for a long time guided by the Traffic Act 1975, which was amended into Traffic Act (amendment) 1994. In 2004, the then Minister for Transport, John Michuki, re-activated a number of traffic rules which were named after him as “Michuki rules” and included, reduction in carrying capacity of PSV vans from 18 to 14 seats; installation and wearing of seat belts, installation of speed governors restricting speed to 80 km per hour and painting of the PSV with a yellow stripe (Kenya, Government of, Legal Notices Nos. 161, 83 and 92 of 2004 and No. 6 of 2005). The rules also required drivers to be certified through issuance of certificate of good conduct by the police to enable them obtain a Public Service Vehicles (PSV) license, re-tested every two years and employed on permanent terms (Government of Kenya, Legal Notices No’s 161, 83 and 92 of 2004).

Other policy measures have included a decision to phase out low capacity (14 - 25) matatus (which was later repealed and withdrawn in 2013) and a requirement for all PSV operators to form or join Savings and Credit Cooperatives (SACCOs/companies so as to be granted TLB licenses (Daily Nation Newspaper, 16th February, 2006, page 11). The government in 2003 introduced RBT on Nairobi’s five corridors - Waiyaki, Thika, Mombasa, Langata and Ngong roads which were contracted to SACCOs and bus companies with adequate capacity to provide transport services. In 2012, Parliament amended the Traffic Act Cap 403 of 1993 to provide room for establishment of the National Transport and Safety Authority (NTSA) mandated to ensure: Road safety, vehicle registration and inspection, driver testing and PSV licensing (Government of Kenya, Traffic Act Amendments, 2012). The amendments increased traffic fines for minor and major offenses. The Kenya Traffic (Amendment) Act, 2015 part of it states that “This law affects both public and private motorists so that anyone driving under influence of alcohol would be fined KSHs 500, 000.00 or serve 10 years in jail or both. And overlapping, obstruction, driving on a pavement or through a petrol station to avoid traffic attracts a fine of between KSHs 100,000.00 to KSHs 300,000.00 or one year in

jail or both’’. Notably, road traffic rules are in place but the trend in the development of motor transport requires application of adequate regulatory measures which include strict enforcement of the law.

The regulations which drivers are expected to comply with are contained in the Traffic Act Cap 403 of 1993, amendments made to the Act in 2012, the Traffic Licensing Board (TLB) Act, official gazette notices and other directives issued by the Cabinet Secretary and other senior officers of the Ministry of Transport and Infrastructure. The regulations include, obtaining a TLB license so as to operate a vehicle as a PSV, certification of drivers’ good conduct and licensing them as PSV drivers, installation of speed governors restricting speed of PSV vehicles to 80 km per hour, installation and wearing of seat belts, testing of mechanical conditions of vehicle and certification as road worthy and safe driving devoid of instances such as obstruction and overlapping.

Public Service Vehicles in Kenya

In Kenya public transport is offered through various forms which include; use of trains, air, and water, ‘matatus’, Lorries, cycling, use of human back and animals like donkeys.

According to Kolossa, (2012), Transport in Nairobi County is inconsistent with studies showing that until 2004, there was no comprehensive transport policy for both road and entire transport sector. However, the traffic Act 1975 was in place to guide the sector. On 1st November, 2010 Ministry of Transport issued a Policy directive through the transport licensing Board that required all Public Transport Companies to join and form SACCOs.

Public transport in Kenya and especially in urban areas is dominated by Matatu vehicles. The origin of the Matatu industry can be traced from 1934 at the time when the Kenya Bus Service was the sole legal provider of public transport services. The Kenya Bus Services was jointly owned by the United Transport Overseas Ltd (75%) and the Nairobi City Council

(25%) of the shares. This company operated in major towns like Nairobi, Mombasa, Kisumu, Nakuru and Eldoret but could not meet the high demand of services from the urban population which was growing as Africans migrated to urban areas to look for employment after their land was alienated (Chitere, 2014). At independence in 1963 the total number of Matatus operating in the country was less than 400 and did so in the form of taxis. As the population rose, Matatu operators lobbied for more space. The then president Jomo Kenyatta responded by allowing the Matatu operators to carry passengers without obtaining special licenses although to do so one had to comply with the existing insurance and traffic regulations.

This can be said to have marked the beginning of insanity on the Kenyan roads particularly as the number of vehicles increased on Kenyan roads. For instance, by 1990 out of the 33,300 vehicles registered in the country, 17,600 were Matatus. This number would rise to 40,000 by 2003 (Chitere, 2014). They provided employment to about 160,000 persons and generated vast revenue for the government in form of charges for licenses, duty, VAT among other taxes. Although the industry plays a leading role in transportation of both persons and goods in urban and rural areas, it equally has a long history of fatal accidents that involved the public service vehicles. These accidents resulted into the annual death rate from traffic accidents of more than 3,000 people by the 2002. According to Odero, (2012), there are several government departments that are in charge of implementing transport strategies in Kenya, they include: the National Transport and Safety Authority (NTSA), the Registrar of Motor Vehicles, the Traffic Police, the Motor Vehicle Inspection Unit and the Driving Test centre. Coordination and cooperation within these strategy implementation agencies is necessary for the transport policies to be successful.

Road Usage among PSV Drivers

Preliminary studies of road-user behaviour at traffic signals and pedestrian crossings by McKenna, (2011) indicated that road users tended to be less disciplined with fewer drivers being observed to choose to stop for pedestrians on uncontrolled pedestrian crossings and, non-astonishingly, very few pedestrians used such crossings. Studies in Pakistan demonstrated relatively high proportions of drivers crossing the “No Overtaking” lines (15%) and failed to stop at stop signs (52%), (Ashish, *et al.*, 2011). A study conducted by Neelima, (2012) in India among truck drivers revealed that only 11% truck drivers recognized the “No Overtaking Sign”, 5% recognised “Right of Way” and about 90% of the truck drivers were observed to ignore the road signs, traffic rules and regulations governing road users for safety. It was found that only 10% of the drivers had the right understanding of at least 50% of commonly met signs while only one percent exhibited at least 75% knowledge level. These outcomes indicate that road safety measures imposed in the region are not self-enforcing; they are less effective unless properly enforced by the right authorities and publicity campaigns are done.

Poor road-use demonstrated by some drivers especially those in some developing countries are attributed to poor knowledge of the road safety laws and regulations or the general negative attitude towards road safety matters. A study of drivers’ knowledge in Jamaica, Pakistan and Thailand indicated that there were only a few topics where a lack of knowledge was widespread. One such example was stopping distances where 87 percent of the drivers underestimated the distance required to stop in an emergency when travelling at 30 mph (Vlahogianni, 2013). Answering questions on stopping and following distances also proved to be a problem for professional drivers in Cameroon and Zimbabwe. Truck and bus drivers displayed inability to answer at least half the questions correctly on driving knowledge and skills. Similar areas of driver behaviour, such as failing to stop at pedestrian crossings, traffic

signals and stop signs were observed to be due to negative attitudes and not poor knowledge (Kayvan, *et al.*, 2012). A study conducted by Neelima, et al., (2012) was based on the observance of drivers' behaviour at selected intersections revealed that 13 to 37% of the drivers jumped red lights at various selected intersections in Delhi, India. These findings highlight that poor attitude of the drivers towards traffic laws and regulations is the greatest motivator of the lack of compliance to traffic laws and regulations and can be modified by proper enforcement and effective publicity campaigns.

The Concept of Leadership

The concept of leadership can be traced to the Anglo – Saxon *lad* or *laedan* which means a path, a way, to lead or give a sense of direction (Bass, 1985). On this basis, leadership can be said to imply “the one who shows others the way”. A commonly accepted definition of leadership is a process used by an individual to influence a group of members toward a common goal (Howell & Costley, 2001). Maxwell, (1993) simply states that leadership is influence. Peretomode, (2012) argued that this explanation when derived from the root word gives insight into what leadership is all about. Leadership is defined comprehensively and comprehensibly as: an art or process by which a member of a group or organization persuades, inspires, influences the attitudes, behaviour and actions of others and directs their activities so that the group or organization members work willingly, cooperatively and enthusiastically toward the accomplishment of set goals and a new and improved position (Peretomode, 2012). From this definition, it is clear that leadership is different from management, or administration or the “boss” – head. It implies that the boss may not necessarily be the leader. This, however, does not preclude the fact that the boss, who is the head by virtue of the position he or she occupies, cannot transit to become a leader. It points to one basic fact of life, that the leader could be a person who does not necessarily occupy a position of power or authority. Such a person may be regarded as the informal leader in the

organization. Where these leadership factor is missing, those holding such positions fail where theirs is more of positional Leadership guarded by the power that goes with it and in this area of study the implementers and enforcement agencies come to focus.

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals (Bunmi, 2007). A leader can be defined as a person who delegates or influences others to act so as to carry out specified objectives (Mullins, 2011). Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness is high on the part of the employees. The study literature review further revealed that democratic leaders take great care to involve all members of the team in discussion and can work with a small but highly motivated team. Therefore, the influence of the leader to the subordinates is a key leadership role, though it is dependent on possession of the right leadership factors that allow the leader to have influence, encourage teamwork and provide a democratic work environment.

Barchiesi & La Bella, (2007) measured the leadership effectiveness and leadership role and its influence on performance, subordinates behaviours, and attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioural complexity and dynamics on the leadership perceived level. Mullay, (2010) found that managerial leaders with high emotional intelligence who achieved an appropriate level of status may have a direct effect on the organizational commitment, job satisfaction, and turnover intention of their employees. This therefore confirms that the right leadership traits have some effects to the organizational goals such as performance and employee behaviours such as compliance.

Björklund & Åberg, (2012) observed that people respected by drivers influence their compliance with traffic rules. Researchers like, Gopi & Ramayah, (2010) and Lee, *et al.* (2014) in a study on drunk-driving, and Stasson and Fishbein (2013) in a study on the use of safety belts confirm this relationship. The respected people include peers, spouses, mentors, role-models and importantly the leaders (bosses). The respect is motivated by rewards associated with each action and that is why respected people ‘who practise what they preach’ have a stronger influence on the actors than the passive ones (Björklund & Åberg, 2012). This confirms that the leadership in the transport industry does affect compliance. However, it is not yet clear how leaders affect the aspects of compliance in instances not directly under their control but somehow very central to their operations such as the traffic laws and regulations hence this study.

Leadership Factors and Compliance to Traffic Laws

Leadership is the lifeline of most sectors in the world today and one of the most impactful components in the organizational structure (Alabi and Alabi, 2010). Leaders, either in the corporate world or the public institutions are the central source of authority which guides operations on a day to day basis. They are the greatest drivers of change in modern organizations and hence are the most influential lot to the other members of an institution. Benedek, (2012) observed that the commitment of leadership is a key factor in compliance since it is the management that sets the standards of behaviour, partly by example and partly by the tone of oversight, expectation and compensation. Leadership factors related to the area of compliance includes factors such as values and ethics, strategic compliance, and leadership culture as observed within the area and context of interest. These were the general factors under review in this study.

Leadership Values and Compliance with Traffic Laws

Values may be defined as general beliefs about the importance of normatively desirable behaviours or end-states (Ng and Sears, 2012). Values guide an individual's social attitudes and ideologies, as well as their decisions and actions. Thus, knowing a leader's values can enable stronger prediction of how a leader behaves in various real-life situations and how he impacts the subordinates in various situations in the firm.

Management experts advise that companies should position values and ethics programs as a responsibility of each employee and a respected part of the company culture, not just a "thou shall not" obligation. Companies' top leadership must adhere to the code of ethics and compliance policies in the same way that all other employees must. Deloitte, (2009) observed that the benefits of this approach can include improvements to brand value, equity, and productivity and potentially leading to increased shareholder value. The adoption of leadership values within the Kenyan PSV sector has the potential of allowing the industry to reap these benefits. But really, which values have these leaders of the sector embraced?

Verhezen, (2010) found that accountability, transparency, and responsible behaviour, all constituents of corporate governance, do positively affect reputation. Verhezen claims that a lack of such an alignment leads to cynicism, low morale, and alienation among employees often silencing them into disgust, disbelief, or incomprehension. If an organization, however, were to take such reputation effects and the team collaboration efforts into the performance appraisal, it could become an important tool to improving the overall organizational value. Various studies have also shown that the attitude combined with these factors among top leaders in the sector have been revealed to be significant predictors of driver behaviour and have also been identified to indirectly affect involvement in traffic accidents (Iversen and Rundmo, 2014; Rakauskas et al., 2010).

Conceptual and empirical research seems to indicate that the trust in company's values and its living example through top management is much more powerful in ensuring compliance with rules than compliance programs or fear for punishment (Verhezen, 2010; Tyler, *et al.*, 2008). Moreover, value-based approaches are considered more effective than a compliance-based approach because the former is rooted in personal self-governance and is more likely to motivate employees to behave in accordance with shared organizational ethical values (Eisenstat *et al.*, 2008; Getz, 2009). This would be a superb approach to ensuring compliance in a sector such as the PSV sector whose non-compliance is laced with huge penalties but still drivers find ways to not-comply.

Nevertheless, studies show that there is no direct relation between ethical conduct and codes of ethics when applied in isolation among the leaders (Meng, He, & Luo, 2014). Meng, He, & Luo, (2014) found no theoretical references to affirm that norms are sufficient for generating conformity of moral perception of the individual vis-à-vis the organizational ethical culture. Having conformity between the individual ethical conduct and codes of ethics, while at the same time reflecting the organizational culture represented, the explicit rules gain importance (Rakauskas, *et al.*, 2010). Leadership, on the other hand is important in influencing the individual ethical conduct in organizations that endeavour to increase ethical consistency (Meng, He, & Luo, 2014). An understanding of the values and ethics among leaders in the Matatu industry would therefore greatly inform the state of compliance in the industry.

Strategic Leadership and Compliance with Traffic Laws

Effective strategic leadership, and the responsibility for strategic thinking and decision-making, rests with the leadership of the organisation. Leaders must make strategic decisions and create the organisational context which can lead to long-term organisational success. According to Ng & Sears, (2012), strategic leadership is: "...the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as

necessary”. Benedek, (2012) suggest that leaders need to put constructive pressure on their subordinates so as to continually improve performance, for example by: Nurturing a results-oriented work climate; promoting an enabling culture; and setting stretch objectives and expectations. From this perspective, the leadership team is an important strategic resource for the organisation: strategic leaders make a competitive difference, especially in issues of compliance to rules and regulations.

Change or transformation as envisioned in strategic leadership is a complex notion either thought of as a personal transformation or an organizational transformation. A personal transformation based on moral mindfulness is usually internal and often refers to conscious decision making where a process of cultivation and awakened awareness may evolve (Verhezen, 2010). Cultural changes in an organization depend upon behavioural changes and imply a different philosophical framework or different perspective (Rakauskas, *et al.*, 2010). Organizational change need prioritizing of particular objectives and adaptation of processes and procedures accordingly, hence the concept of ‘strategy’ is adopted. Any organization should question the assumptions about the chain of value creation and the principles guiding that process. Assumptions need to be hung out so that awareness is generated and thus a process of change can begin (Iversen and Rundmo, 2014). In fact, so as to gain strategic awareness, organizations need to get out of their comfort zone - or the norm / operational framework - in order to seek new opportunities.

In the contemporary world, compliance management is embedded into the present trends of ethical awareness, corporate environmental and social responsibility and public commitment. However, as Sterling, (2013) observed, one of the key failures to compliance is the lack of senior management support which causes them to apply insufficient resources; lack of timeliness and distinctiveness; lack of focus; and bad strategic responses. In the case of failures of drivers within the PSV industry to abscond compliance to set rules and standards,

the leadership within the sector should be at the frontline to enforce compliance but this isn't a usual occurrence. This is more so given the fact that human error is the underlying cause of almost all accidents and compliance lowers the occurrences of human error.

Leadership Culture and Compliance to Traffic Laws

Organizational leadership culture refers to the leadership's beliefs, values, attitudes, ideologies, practices, customs, and language. Even when the beliefs of the organization stem from the chief executive officer or the board of trustees, managers and employees need to be loyal and committed to the organization's goals for a culture to be shaped. Leadership culture is one of the biggest determinants of how leaders and subordinates behave. Researchers (e.g., Cartwright & Cooper, 1993; Zammuto and Krakower, 1991; as cited in Boyle et al., 2001) have indicated that four definitive characteristics can make up cultures in organizations. The leadership cultures identified by various researchers include factors such as:

1. Power: This culture's descriptors include centralization; individual power and decision making; autocratic, patriarchal power; fear of punishment; and implicit rules. The values are control, stability, and loyalty. According to Meng, He, and Luo (2014), the manner in which leaders exercise power establishes the type of alliance, whether centred around a publicly defensible project, or of the interests of an individual and of a group within the institution.
2. Bureaucracy: This culture's descriptors include a hierarchical structure, emphasis on formal procedures and rules, clearly defined role requirements and boundaries of authority, minimized risks, an impersonal and predictable work environment, employees as cogs or slots, and positions more important than people. The values include efficiency, predictability, production, and control.
3. Achievement and innovation: This culture's descriptors include an emphasis on the team, a strong belief in the mission of the organization, organized work of

task requirements, worker autonomy and flexibility, decision making pushed to lower ranks, and the promotion of cross-functional knowledge and skills. The values include creativity, adaptability, risk taking, and teamwork.

4. Support: This culture's descriptors include egalitarianism, nurturance of personal growth and development, usually non-profit organizations, a safe environment, and a non-political workplace. The values include commitment, consensus, and growth.

Several researchers have labelled these four leadership cultures differently but with similar meanings. Daft (2004) analysed such set of leadership cultures, and found that each culture has the potential to be successful in motivating compliance among employees. A supportive manager shares values, believes in a balance of power, and provides opportunities for open dialogue with subordinates (Wade, *et al.*, 2008), which in turn reduces the chances of internal conflicts. This type of leader is successful in his or her role and is supportive and responsive to employees, thereby preserving power and status within the institution. Such leaders are valued throughout the organization and have executive powers to do what they see as necessary to create a positive working environment (Urrabazo, 2006). These leaders were found to have a measurable effect on the morale and job satisfaction to their subordinates.

Lai and Chen (2011) suggested that leaders in the public transport agencies should focus on developing strategies that aim to motivate drivers and other employees to strongly identify with public transport. Using strategies to motivate customers to develop a positive connection with a product or service is a commonly discussed marketing strategy that involves the development of schemes that influence potential customers to have an emotional association with a product or service. Santos, *et al.* (2012) observed that leaders need to make good use of bureaucracy to balance the ethical conduct of the followers.

According to research by (Saucer, 2011) it is important for a leader to choose the style that works in the situation they are faced with. Leaders who exercise positional power which is acquired by virtue of occupying a particular position give directives on how work is to be performed and work towards ensuring compliance while high status power leaders encourage participation, motivate their followers, are more effective and practice what they preach. Thus, leaders should be aware of multiple sources of power in work situations and how they affect the attitudes of group members. Despite the great powers of influence held by the leaders in the PSV SACCO over their employees, most have taken a pedestrian look into their employees (drivers) commitment to comply with the laws and regulations within the sector.

The Traffic Act (2015) of Kenya, sought to bring the leadership of transport organizations into the centre of enhancing compliance by first ensuring the then informal sector was made semi -formal with the creation of SACCOs with clear management structures and then allowing internal regulations that enhance compliance. Since these changes were implemented, there was “observed improvement in relations between the operating crews and the passengers. Queuing by passengers as they board and airing their grievances either directly to the SACCOs management or through the SACCO clerks manning the termini has been effective in the implementation of traffic laws. Officially all SACCOs are required to display their contact telephone numbers and have suggestion boxes in each vehicle” (Orero *ibid*). This confirms a success story in the compliance to traffic laws but the sector is yet to achieve the desired levels thus the need for this study.

Theoretical Review

A theory enables the researcher to predict the outcomes of interventions and the relationship between the dependent and independent variables. Theories produce a series of ideas for a theory-led intervention in research. This study sought to assess the leadership factors affecting compliance to traffic laws and regulations among PSV drivers hence the study was

greatly grounded on theories related to leadership which were able to offer guidance to the study. These theories include the institutional theory and contingency theory.

Institutional Theory

Institutions are human devised constraints that structures human interaction while these constraints are rules, laws, constitutions, self-imposed conducts and norms of behaviour (North 1993). Hodgson, (2011) broadly defines institutions as durable systems of established and embedded social rules that structure social interactions. There is an acknowledgement of the role of institution in social life, which involves the recognition that most of the human interaction and activity is structured in terms of overt and implicit rules (Sang, 2009).

Institutional theory contends that institutions set the rules that govern the internal operations of firms as well as their wider business environment. Clemens and Cook, (1999), who are proponents of the institutional theory, states that institutional arguments rely not only on aggregations of individual action, or on patterned inter-action games between individual, but on institutions that structure action. Rules and regulations can either be self-enforcing or may need some external force to enforce them. Institutions that are not self-organising greatly depend on other institutions to enforce the internal rules, while self-organising institutions rely on internal coordination in implementing the rules (Hodgson, 2011). In external enforcing circumstances, the intervention of the state becomes necessary to maintain integrity of the institution. The leadership aspect in the institutional theory comes in within the self-organizing aspect of the institutions. Leaders play a huge role in ensuring institutions are able to acquire internal coordination.

The public transport sector can be construed as an institution with its set constraints comprising of traffic laws, regulations and other operational norms. The failure of individuals within the institution to follow the laws and regulations governing them weakens the

structure hence there is need for effort to be made to ensure compliance is enhanced, both through internal coordination and the currently existent external regulations (Sang, 2009). It is within this institutional framework that the government of Kenya introduced the National Integrated Transport Policy in 2003 to tame the Matatu sector and bring back order, predictability and reduce accidents within the para-transit sector by creation of Matatu Saccos as institutions guiding operations in the sector and state institutions to enhance rules and regulations. However, there seems to be no inputs of the self-organizing aspects of the institutions in the sector which all comes down to the leadership within the institutions. This theory helped the study in understanding the alignment of the laws in the transport sector with the institutions referred to as the Matatu Saccos.

Contingency Theory

Contingency theories state that effectiveness of leadership is related to the interplay of a leader's traits, behaviours and other situational factors. The theory was conceptualized by Fred Fielder. Fred Fiedler Model assumes that performance of a group depends upon leadership style and favourableness of the situation. Some leadership styles work better in certain situations. For example, task-oriented leaders appeared to perform better in very favourable and very unfavourable situations. In contrast, the relationship-oriented leaders tended to perform better in moderately favourable situations.

The theory was inspired by a story of a British Marshall in World War II. When confronted by the Axis Forces during the Second World War, The British faced a tough situation. Field Marshal Montgomery, a task – oriented leader instituted a regime of continuous training, insisted on high levels of physical fitness and was ruthless in sacking officers he considered would be unfit for command in action. He proved to be the best British Field Commander in such an unfavourable situation. In very favourable situations too, such as during the times of peace, the Armed Forces always need a Task – oriented leader to keep the rank and file battle

– ready. Fiedler believed that since a person’s natural leadership style is fixed, and certain leadership styles work better in certain situations, the most effective way to handle a changing situation is to change the leader. Contingency theory guided the study in aligning the leadership traits, behaviours and situational factors on their capability to influence compliance.

Conceptual Framework

The researcher was guided by the conceptual framework in Figure 2.1 from which independent variables such as leadership values, strategic leadership, and leadership culture are considered alongside their effect on the drivers’ compliance with traffic laws and regulations as the dependent variable.

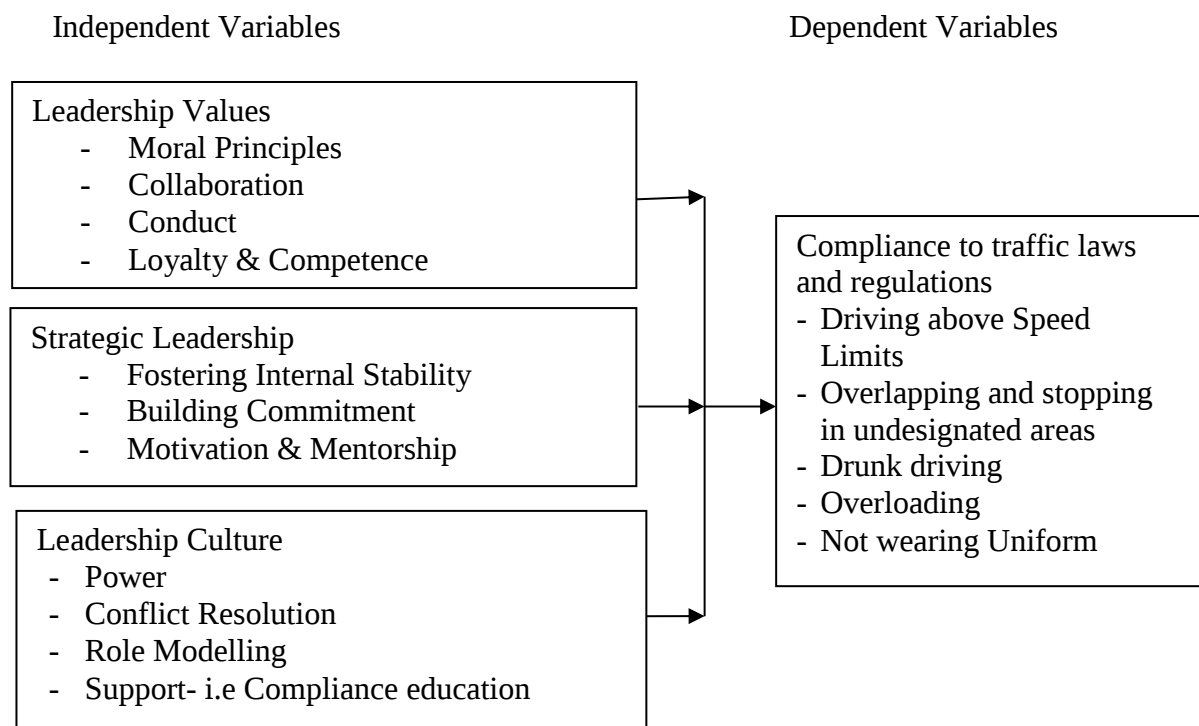


Figure 2.1: Conceptual Framework

Summary

This chapter provided the review of literature related to the traffic laws and regulations, and leadership factors affecting compliance to these laws and regulations within the context of the transport industry and specifically public service vehicles section. Precisely it has covered the literature review where empirical and theoretical studies have been reviewed.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter embarks on presenting the research methodology that was adopted in the study. The chapter initially discusses the research design, followed by a discourse of the study population, sample design, and data collection methods. The adopted research procedure was also discussed. The chapter further deliberated on the applicable data analysis methods.

Research Design

This study adopted a descriptive research design. According to Coopers & Schindler (2010), descriptive studies are more formalized and typically structured with clearly stated hypotheses or investigative questions. In this study, the adopted design is expected to serve a variety of research objectives such as description of phenomenon or characteristics associated with the subject population, estimates of proportions of a population that have these characteristics and the discovery of associations among the variables as Maina (2012) posits. Namusonge (2010) on the other hand claims that researchers can draw inferences about relationships between variables from related variations of independent and dependent variables. This study therefore adopted a descriptive research design to help describe fully the leadership factors influencing compliance to traffic laws and regulations among PSV drivers in Nairobi County, Kenya.

Population of the Study

Population of the study refers to the entire group of individuals or items under consideration in any field of inquiry and have a common attribute (Maina 2012). Kothari (2004) describe a target population as a specific section of society about which information is desired. A target population is established by looking at all the individuals who are likely to provide relevant

information for the study considering the study concept and context (Maina 2012). It is therefore referred to as a finite list of all the individuals who are considered suitable in providing relevant information for the study at hand. Based on these arguments, the target population for this study comprised of all the PSV SACCOs operating in Nairobi County, Kenya. According to Nairobi County Integrated Urban Development Master Plan (2014), the number of SACCOs operating in Nairobi is estimated at 186. The Matatu Owners Association gives a total number of 2,104 drivers operating within the Nairobi County routes. The study population also included officials of key institutions mandated with the oversight of the sector such as KeNHA, Matatu Owners Association, NTSA, County Transport Department, and the Traffic Police Department. This therefore offered an estimated number of 186 SACCOs and key oversight institutions as the target population for this study with the direct target being the leaders and drivers within the institutions.

Table 3.1: Study Population

	Target Group	Total Population
1.	PSV SACCOs	186
2.	KeNHA	
3.	Matatu Owners Association	
4.	NTSA	
5.	County Transport Department	
6.	Traffic Police Commandant	

Sample Selected

A sample size is a set of entities drawn from a population with the aim of estimating characteristics of the population. According to Cooper & Schindler (2010), a representative sample is one that is able to show all the characteristics of the population. Additionally, and Johnson (2010) argue that an adequate sample size depends on several issues. They explain that what is important is not the proportion to the research population that gets sampled, but

the absolute size of the sample selected relative to the complexity of the population, the aims of the research and the kinds of statistical manipulations planned in the data analysis. Placing these factors into consideration, the study determined that a sample size of 37 SACCOs is representative to the study population. The sample size for this study therefore comprised of 40 Matatu SACCOs operating within Nairobi County within which 1 SACCO leader and 1 driver was sought hence giving a target sample within SACCOs to include 40 SACCO leaders and 40 Drivers. This ensured a 21.5% representation of the study population which according to Namusonge, (2010) were considered to be adequate to inform the study objectives. Within these, the study sought inputs from key informants comprising of representatives from Matatu Owners Association (1), County traffic department (1), NTSA (1), KeNHA (1) and Nairobi traffic commandant (1).

Table 3.2: Sampling Frame

	Target Group	Total Population	Sample Size
1.	PSV SACCOs (Leaders & Drivers)	186	80
3.	Matatu Owners Association	1	1
4.	KeNHA	1	1
5.	NTSA	1	1
6.	County Transport Department	1	1
7.	Traffic Police Commandant	1	1

Sampling Methods

To select sample elements from the population, a stratified random sampling technique was applied. The population was divided into subpopulations or strata that are mutually exclusive and constrained to include elements from each of the segments. This is known as stratified random sampling method. According to Cooper & Schindler, (2010), stratified random sampling has three key benefits in research as it provides adequate data for analysing the various subpopulations, increases a sample's statistical efficiency, and enables different

research methods and procedures. The study stratified the target population along the routes they ply and came up with the sampling frame to be employed in the study. Other data was gathered from secondary sources.

Types of Data

The study was informed by both primary and secondary data sources to be acquired. The data collected was in both qualitative and quantitative form.

Data Collection Methods

The study used questionnaires and key informant interviews to collect primary data. The questionnaire was administered through drop and pick method. Structured questions were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form; while the unstructured questions were used to encourage the respondent to give an in-depth and felt response without feeling to hold back any information that would inform the study.

Instrument Pre-testing

The instrument was pretested with use of small number of the respondents outside the area of study and emerging revisions done accordingly. A pilot test was done by administering the questionnaires to 6 respondents to see if they could answer the questions without problems. The feedback got was used to make adjustments on the questionnaire accordingly. The data collected during pre-testing was not included in the final data but was only used to further enhance the tools.

Validity

Validity test of the data was done to ascertain that the correct concept was measured and not something else. Validity is the extent to which a test measures what it is supposed to measure (Coopers and Schindler, 2010). The question of validity is raised in the context of the three points namely the form of the test, the purpose of the test and the population for whom it is intended. There are three techniques of validating data, namely construct validity, content validity and criterion related validity (Gill and Johnson, 2010). The study measured content validity of the instrument which was validated by the supervisors and lecturers from the University, during the proposal development process. Before collection of data, a pre-test was done with experts who provided various reviews to the interview guide, to improve its validity in answering the research objectives.

Reliability

Reliability is the degree to which a test consistently measures whatever it was meant to measure (Gill and Johnson, 2010). Reliability is a measure of relevance and correctness of the instruments used. The reliability of the instrument was estimated using Cronbach's Alpha Coefficient. This assesses the internal consistence or homogeneity among the research instrument items (Wieland, *et al.*, 2017). Measurements are reliable to the extent that they are repeatable and that any random influence which tends to make measurements different from time to time is a source of measurement error (Gill and Johnson, 2010). The alpha coefficient ranges in value from 0 to 1 and a high coefficient was taken to imply there is consistency among items in measuring the concept of interest (Maina, 2012). Nunnally (1978) argued that an alpha coefficient of 0.50 or greater is adequate to accept presence of internal consistency. In this study the alpha coefficient of the samples was estimated to be at least 0.70. The reliability test results for the study are presented in Table 3.3.

Table 3.3: Reliability Test Results

Variable	Number of Items	N	Cronbach's Alpha	Conclusion
Demographic Information	12	39	0.124**	***
Sacco Leadership	8	39	0.871	Reliable
Leadership Values	9	36	0.934	Reliable
Strategic Leadership	17	39	0.943	Reliable
Leadership Culture	9	38	0.939	Reliable
Driver's Compliance	25	39	0.704	Reliable
Overall	68	36	0.779	Reliable

** Items in this variable had varying scales of measurement hence its reliability measure was considered reliable even though it was significantly low.

As presented in Table 3.3, the study observed that demographic information was observed to have a reliability coefficient of 0.124 (which was expected as the items in the variable such as gender, age, years of experience, had varying scales of measurement) indicating low reliability, though the study concluded that the data was reliable going by those observations. On the other hand, Sacco Leadership had a high reliability coefficient of 0.871. Further, leadership values had a high reliability coefficient of 0.934, strategic leadership was observed to have a 0.943 coefficient, leadership culture registered a coefficient of 0.939 and finally drivers' compliance had a coefficient of 0.704 confirming that all these factors were very reliable. The reliability coefficients of all the study variables when assessed simultaneously (without the demographic variables items) was observed to be 0.779. This confirms that the study met Nunnally (1978) requirements that a reliability coefficient value of 0.700 and above is recommended indicating that the data components are reliable in measuring each of the variables. Therefore, the study measurement scale had a high level of internal consistency.

Data Analysis

The primary data collected was sorted to ensure completeness. It was then coded and entered into statistical packages for social sciences (SPSS) for analysis using version 21. The quantitative data was analysed through descriptive statistics such as frequencies and measures of central tendency such as mean and standard deviation and inferential statistics such as correlation and regression analysis. The researcher has provided explanations of the findings as illustrated in each bar graphs, pie charts, and tables. Qualitative data on the other hand was analysed through content analysis. This in turn assisted in drawing conclusions and making recommendations based on the study findings. A discussion that relate to the findings of the study and to other past studies was also provided and discussed using the information captured in the questionnaires.

Ethical Considerations

For the purpose of this study, permission to carry out the study was sought from officials of institutions mandated with oversight and NACOSTI and other relevant authorities in the study industry. The researcher also assured confidentiality for the collected data and affirmed that the study was made for purposes of accomplishing academic goals. The researcher also acknowledged all sources of information from other scholars.

Summary

Chapter three has delivered the research methodology adopted in the study. It offers the adopted research design, study population, sampling frame, sampling technique, sample size, data collection methods, research procedure, and finally the data analysis procedures applied in the study. The next chapter, Chapter Four, offers a presentation of study findings and discussions of the same while the last chapter, Chapter Five, offers a summary of findings, discussions, conclusions and recommendations.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings of the study. The findings were derived from the analysis of the data collected from the various target respondents. The findings have been presented using bar graphs, pie charts and tables. The chapter provides information on the demographic information, descriptive statistics, and inferential statistics.

Study Response Rate

The study targeted 40 SACCOs within which the study was to seek a management respondent and a driver as the main respondents, and also key informants such as Matatu owners Association (1), County traffic department (1), Ministry of transport(1), NTSA (1), KeNHA (1) and Nairobi traffic commandant (1). However, the study was unable to include all these respondents in the study due to time factor and the response rate for the study is as presented in the Figure 4.1.

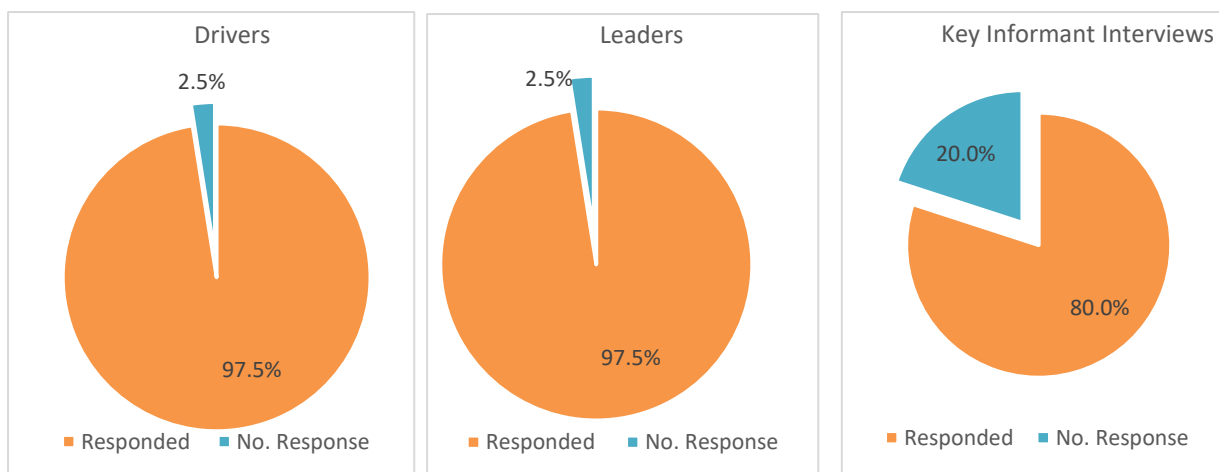


Figure 4.1: Study Response Rate

As presented in Figure 4.1, the study realized a response rate of 97.5% within the SACCOs where the study was able to reach out to 97.5% of the SACCO management staff, and 97.5% of the SACCO drivers. The study further observed that of the 5 scheduled key informant

interviews, 4 were successfully undertaken while the fifth KII was scheduled to take place further than the study timelines allowed hence could not take place, hence an 80% response rate for the key informant interviews was realized. This response rate is considered as excellent to inform the study variables since Mugenda and Mugenda (2003) suggests that an ideal response rate of ought to lie between 60 to 70%. This response rate was therefore able to meet the study requirements.

Demographic Review

The background information of a respondent, may it be an institution or a person is helpful in understanding a person's character, behaviour and even culture. The study collected data from respondents who presented themselves as well as their institutions as the study specimen hence had varying characteristics. This section discuss their demographic characteristics. The gender representation of the respondents within the SACCOs who took part in this study is as shown in Figure 4.2

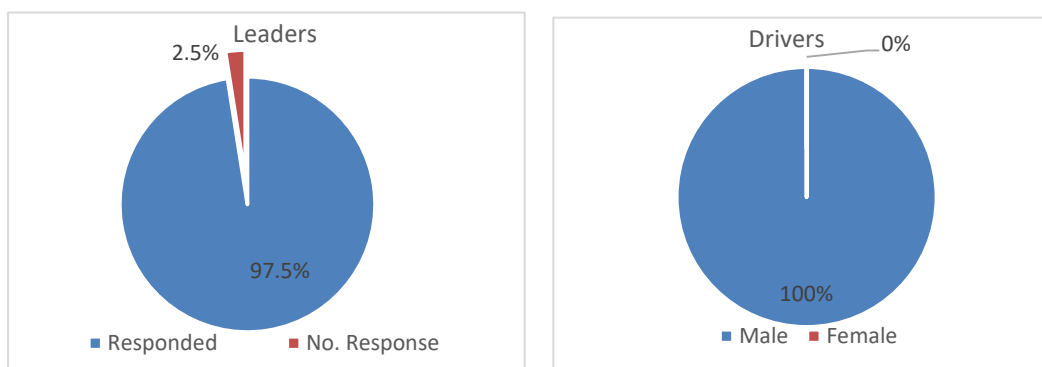


Figure 4.2: SACCO Respondents Gender Representation

Majority of the respondents who took part in this study were men. The study found that only 2.5% of the SACCO management respondents were female while none of the respondents among the drivers was female. This was an expected outcome as there is very low female involvement in the sector, though the female respondent interviewed observed that more and more women are interested in the sector and are slowly finding their way into the SACCOs.

The age structure data and information is very important. It can be used to inform the proportion of the population involved in the study of the young and the elderly. The age distribution of the SACCO respondents is shown in figure 4.3.

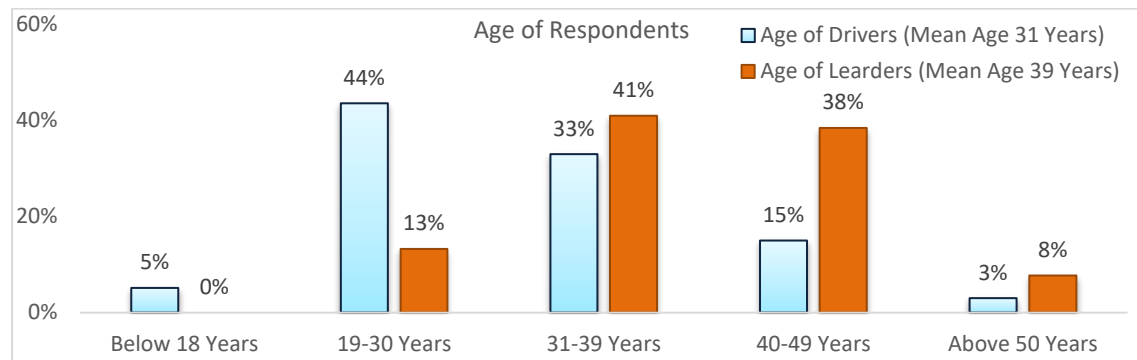


Figure 4.3: Respondents Age Differential

The study found that the age for drivers (mean 31 Years) was lower than that of the SACCO management respondents (mean 39 Years). The study observed that majority of the drivers age lay between 19-30 years while that of the SACCO management respondents was between 31-39 years. This is an indication that the SACCO leaders are in most instances older than the drivers employed in the SACCOs hence are bound to have higher experience and can be able to guide the drivers whenever needed in their operations.

The study also considered the level of education of the study respondents. The education level of the respondents is as shown in figure 4.4.

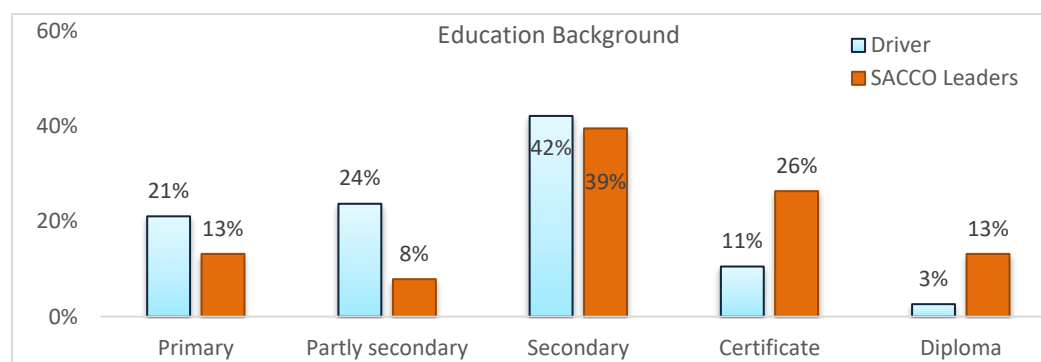


Figure 4.4: Respondents Education Differential

The respondents who took part in this study had various education qualifications with most of them being observed to have reached the secondary level of education. The study observed that majority of the drivers had a secondary or lower level of education (87%), while majority of the SACCO management respondents were found to have had higher than secondary education level (78%). This is an indication that the SACCO management respondents (vis a vis the SACCO management teams) have a higher level of education than the drivers working within those SACCOs and hence are more informed on various matters especially on compliance.

The study further enquired whether the respondents representing SACCO management had ever been a Matatu driver, where the study found that majority of them agreed that they have been Matatu drivers at some point in their life (87%), while only 13% of the SACCO management respondents has never worked as Matatu drivers. These outcomes are as presented in Figure 4.5.

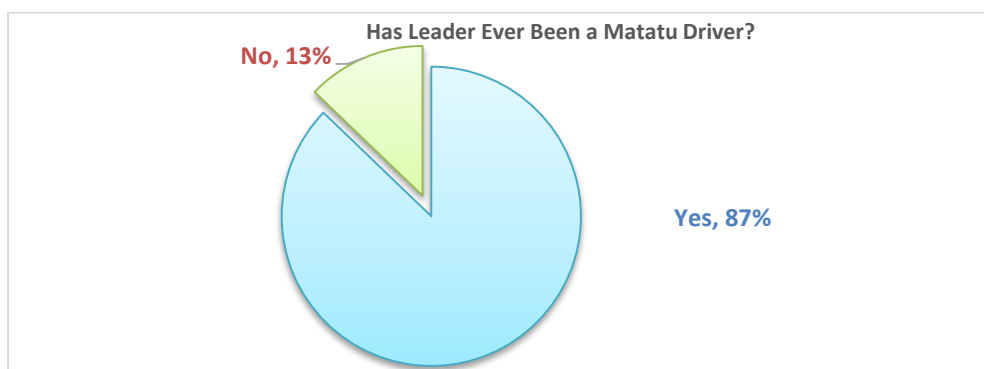


Figure 4.5: SACCO Leaders as Past Matatu Drivers

Given the outcomes in Figure 4.5, the study further compared the experience in Matatu driving between the SACCO drivers and the SACCO management respondents. This is shown in Figure 4.6.

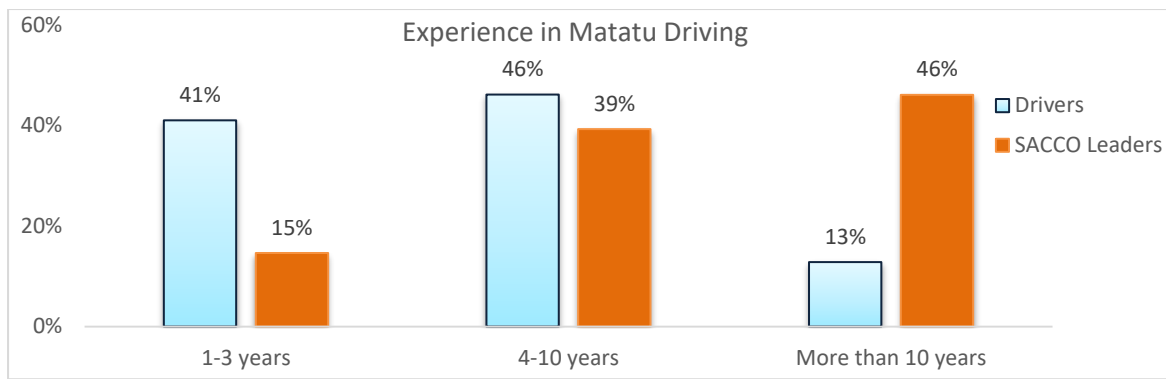


Figure 4.6: Respondents experience as Matatu Drivers

The study found that the SACCO management respondents had a higher level of experience in the Matatu industry than the Matatu Drivers respondents. The study observed that majority of the Matatu Drivers had a 4-10 years' experience with a significant number (41%) having an experience of 1-3 years while majority of the SACCO management respondents (46%) reported having an experience of more than 10 years. Only 59% of the SACCO drivers had a Matatu driving experience of more than 4 years, while 85% of the SACCO management respondents had an experience of more than 4 years. This confirms that those managing the SACCOs have a higher level of experience than their drivers (subordinates).

The study further enquired from the SACCO management respondents the length of time they have been working as leaders within the SACCO. These outcomes are as presented in Figure 4.7. The study found that majority of the SACCO management respondents (49%) have a management experience within the SACCOs of 4-10 years and a further 15% above 10 years' experience. This confirms that these respondents were fully informed of the study needs and could inform the study objectives. The outcomes also indicates the level of leadership within the sector. See Figure 4.7.

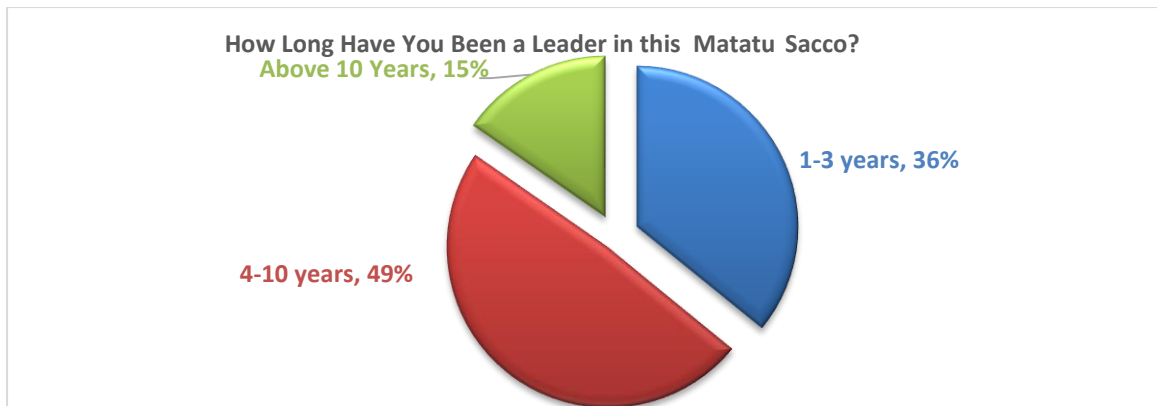


Figure 4.7: Length of time being leader in Matatu Sacco

The study also considered the size of the SACCOs by enquiring the number of Matatus. The respondents indicated the number of Matatus attached to their SACCOs and the following outcomes presented in Figure 4.8 were observed.

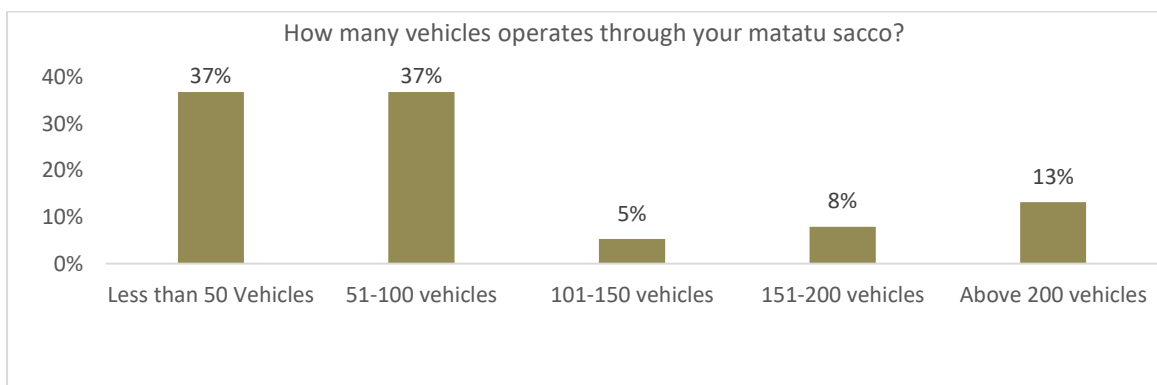


Figure 4.8: Vehicles operating through the SACCOs

As presented in Figure 4.8, the study found that majority of the SACCOs (37%) have between 50 and 100 vehicles operating through them. This indicates that the SACCOs are relatively large since each of these vehicles has a driver and a crew hence have a large workforce. Further assessment revealed that the number of the Matatus have been observed to be increasing in the last three years in 97% of the SACCOs confirming a growing trend as shown in Figure 4.9.

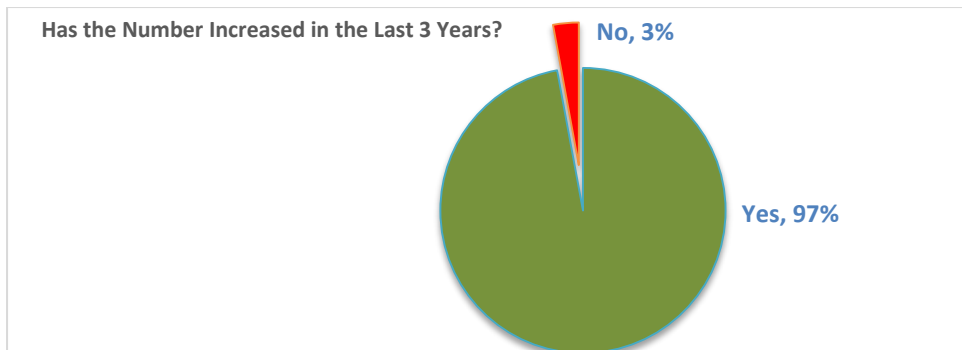


Figure 4.9: Whether Matatus have increased in SACCOs

Descriptive Statistics

The study carried out descriptive analyses on various indicators and the outcomes are presented in this section. The factors were analysed descriptively using percentages, mean, and standard deviation as presented using tables, pie charts and graphs in the section.

Drivers and SACCO Leadership

One key objective of the formation of SACCOs was to make the otherwise informal sector formal with fully enhanced organizational structures like any other firm. The study enquired from the driver respondents to rate various views regarding issues of leadership within SACCOs on a five point Likert scale (where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Low Extent, 1 = No Extent at All) on various indicators of the leadership structures as presented in Table 4.1.

Table 4.1: Drivers rating of the leadership structures in SACCOs

Drivers Views Regarding Leadership	N	1	2	3	4	5	Mean	Std. Dev.
Rate SACCO leaders on their abilities to influence your behaviours?	33	0%	12%	15%	49%	24%	3.85	0.939
SACCO leaders "lead by example"	39	5%	10%	21%	10%	54%	3.97	1.287
Leaders have influence on our operations and behaviour within the roads	39	0%	21%	18%	41%	21%	3.62	1.042
We rely on the guidance of SACCO leaders to know how to behave on the roads	39	5%	13%	31%	21%	31%	3.59	1.208
Leaders try to convince us to comply with traffic laws	39	3%	5%	23%	15%	54%	4.13	1.105
It's SACCO leaders who directs us on the kind of rules and regulations to break on the roads	39	51%	13%	13%	13%	10%	2.18	1.449
The leadership from NTSA is ample to help us comply to traffic laws	39	0%	8%	21%	26%	46%	4.10	0.995
The leadership from KeNHA is ample to help us comply to traffic laws	39	0%	5%	31%	36%	28%	3.87	0.894
The police offers ample leadership to enhance our compliance to traffic laws	38	0%	8%	16%	37%	40%	4.08	0.941

As presented in Table 4.1, the study found that according to the drivers, the SACCO leaders influence the behaviours of the drivers to a great extent (mean 3.85). The study further found that drivers to a 'great extent agreed that SACCO leaders "lead by example" (mean 3.97); leaders have influence on our operations and behaviour within the roads (mean 3.62); drivers rely on the guidance of SACCO leaders to know how to behave on the roads (mean 3.59); leaders try to convince us to comply with traffic laws (mean 4.13); and that the leadership from NTSA (mean 4.10), KeNHA (mean 3.87), and the traffic police (mean 4.08) is ample to help them comply with traffic laws. However, the study found that the drivers agreed that to a low extent, SACCO leaders directs drivers on the kind of rules and regulations to break on the roads (mean 2.18), with a small but very significant proportion of the respondents (23%) agreeing to this notion to a great/very great extent.

These outcomes confirms the importance of SACCO leaders to the compliance of traffic rules among the matatu drivers. Whereas one driver reported no impact of the creation of SACCOs claiming that the SACCOs leadership did not impact him in any way, all the drivers reported some improvement in behaviours, discipline, hard work, honest living and their compliance to the rule of law. One driver observed that “(SACCO leadership) enabled me to follow laws and regulations, and appreciate people’s roles and achievements”. Another driver claimed that “before the formation of SACCOs, I didn't fear breaking the traffic Laws because it didn't affect my employment but now I fear to be fired”. Enquiry on how the SACCO leadership aid their compliance to traffic laws, one driver observed that “(SACCO leaders) do not compromise on traffic rules and regulations”, others claimed that (SACCO leaders) inculcate a culture of discipline, responsibility and takes action whenever they (drivers) break the law- “you are either fired, dismissed, or face disciplinary action whenever you break the law”. Some of the drivers claimed that their SACCOs have employed lawyers who support them towards enhancing compliance.

Leadership Values

The first research question sought to find out the extent to which leadership values affect compliance with traffic laws and regulations among the PSV drivers. The study therefore sought to understand the leadership values among the SACCOs by enquiring from the SACCO leaders of their day to day operations. They were assessed on a five point Likert scale (where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Low Extent, 1 = No Extent at All) as presented in Table 4.2.

Table 4.2: Leadership values among SACCO leaders

Leadership Values	N	1	2	3	4	5	Mean	Std. Dev.
SACCO leaders are guided by integrity, accountability and transparency in our day to day operations of our SACCO	39	0%	3%	26%	18%	54%	4.23	.931
The SACCO leaders have positive moral principles which they apply to guide drivers	39	0%	0%	21%	28%	51%	4.31	.800
The SACCO leadership collaborates with the traffic police and other bodies to enhance driver compliance	39	0%	5%	26%	38%	31%	3.95	.887
SACCO leaders conduct themselves in such a way that drivers emulate them	39	0%	8%	18%	23%	51%	4.18	.997
The SACCO leaders are loyal to the mission of the institution of enhancing compliance to traffic rules and show similar loyalty to the employees	39	0%	5%	18%	41%	36%	4.08	.870
The leaders are aware of the laws governing Matatu sector and are competent in handling cases arising every now and then related to compliance to the laws	39	0%	0%	13%	44%	44%	4.31	.694
Top leadership adheres to the code of ethics and compliance policies just like other employees do	39	0%	3%	15%	31%	51%	4.31	.832
The leaders have a positive attitude towards the traffic laws	39	3%	10%	13%	28%	46%	4.05	1.123
Sacco leaders consider it their responsibility whenever a driver commits an offence	39	5%	3%	21%	15%	56%	4.15	1.159

The study sought to find out the influence of SACCO leadership on the compliance of matatu drivers to laws and regulations. This required that the study looks at the leadership values among the SACCO leaders. The study found that regarding leadership values, the SACCO leaders felt that to a ‘great extent’: SACCO leaders are guided by integrity, accountability and transparency in their day to day operations of their SACCO (mean 4.23); the SACCO leaders have positive moral principles which they apply to guide drivers (mean 4.31); the SACCO leadership collaborates with the traffic police and other bodies to enhance driver compliance (mean 3.95); SACCO leaders conduct themselves in such a way that drivers emulate them (mean 4.18); the SACCO leaders are loyal to the mission of the institution of enhancing compliance to traffic rules and show similar loyalty to the employees (mean 4.08); the leaders are aware of the laws governing Matatu sector and are competent in handling

cases arising every now and then related to compliance to the laws (mean 4.31); top leadership adheres to the code of ethics and compliance policies just like other employees do (mean 4.31); the leaders have a positive attitude towards the traffic laws (mean 4.05); SACCO leaders consider it their responsibility whenever a driver commits an offence (mean 4.15). From these outcomes, the study confirm that the SACCO leaders view their leadership values as being practised to a great extent with very few of the SACCO leaders applying various leadership values in their operations to a moderate or to a low extent.

These outcomes are similar to the views posited by Matatu Owners Association who observed that the SACCOs nowadays seek management services from qualified individuals. The study observed that “previously (prior to enforcement of formation of SACCOs), the operators of the Matatu sector were mainly school drop-outs, but this changed when SACCOs came into play where more educated people came into the sector leading to improvement in leadership ” (MOA:P2L12-19). NTSA and the Traffic Police confirmed the said position (NTSA:P1L15; TP:P3L4-7).

Strategic Leadership

The second research question sought to establish the effect of strategic leadership on compliance to traffic laws and regulations among the PSV drivers. The study sought to understand strategic leadership practices among the SACCOs by enquiring from the SACCO leaders their strategic leadership practices in their day to day operations. They were assessed on a five point Likert scale (where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Low Extent, 1 = No Extent at All) as presented in Table 4.3.

Table 4.3: Strategic Leadership within SACCOs

Strategic Leadership Aspects	N	1	2	3	4	5	Mean	Std. Dev.
SACCO leaders make decisions based on strategic reasoning and preconceived plans	39	0%	8%	31%	28%	33%	3.87	.978
SACCO leaders have created a plan to ensure that there is compliance among all drivers	39	0%	10%	23%	28%	38%	3.95	1.025
SACCO leaders have set up disciplinary measures and organs that ensure all those who break the law are punished	39	0%	0%	23%	28%	49%	4.26	.818
The SACCOs have created a mechanism for rewarding the drivers who best observes rules and regulations and has the least offenses	39	8%	31%	13%	18%	31%	3.33	1.402
SACCO leaders create policies with close consultations with the drivers in a bid to ensure all rules and regulations are adhered to	39	0%	10%	33%	26%	31%	3.77	1.012
SACCOs considers that the compliance to traffic regulations is not their role to implement but rather a role of other stakeholders	39	36%	18%	15%	3%	28%	2.69	1.657
SACCO leaders at times guide their drivers on ways of avoiding arrest whenever they break the law	39	51%	21%	8%	8%	13%	2.10	1.447
SACCOs have been intensively involved in creation of the rules and regulations governing the traffic sector	39	13%	26%	26%	5%	31%	3.15	1.443
SACCOs have long term laws on compliance	39	0%	8%	23%	23%	46%	4.08	1.010
Leaders take a great part in fostering internal stability within the SACCO	39	0%	0%	23%	31%	46%	4.23	.810
The SACCO leaders are involved in building commitment on compliance to laws among the drivers	39	0%	3%	18%	38%	41%	4.18	.823
Leaders in the SACCO offer motivation and mentorship to the drivers in terms of compliance to laws and regulations in the sector	39	0%	5%	15%	36%	44%	4.18	.885
Leaders have a great influence on all employees	38	0%	8%	11%	21%	61%	4.34	.966
The SACCO leaders take decisive actions whenever the need for decision making is required	39	0%	5%	18%	46%	31%	4.03	.843
The compliance decisions aligns to our organizational needs and future plans	39	0%	3%	23%	38%	36%	4.08	.839
Leaders have created an enabling culture for compliance to laws	39	0%	3%	31%	36%	31%	3.92	.929
SACCO leaders have set aside sufficient resources to support compliance in the institution	39	0%	21%	28%	21%	31%	3.62	1.138

Strategic leadership is a key organizational strategy that is very popular on areas of compliance with rules and regulations within organizations. The study found that there are varying levels of strategic leadership among the study variables with some indicating higher

while others showed lower levels of compliance with laws and regulations. The study found that to a great extent (mean 3.51 - 4.49): SACCO leaders make decisions based on strategic reasoning and preconceived plans (mean 3.87); SACCO leaders have created a plan to ensure that there is compliance among all drivers (mean 3.95); SACCO has set up disciplinary measures and organs that ensure all those who break the law are punished (mean 4.26); SACCOs have created a mechanism for rewarding the drivers who best observes rules and regulations and has the least offenses (mean 3.33); SACCO leaders create policies with close consultations with the drivers in a bid to ensure all rules and regulations are adhered to (mean 3.77); SACCOs have long term laws on compliance (mean 4.08); SACCO leaders take a great part in fostering internal stability within the SACCO (mean 4.23); SACCO leaders are involved in building commitment on compliance to laws among the drivers (mean 4.18); leaders in the SACCO offers motivation and mentorship to the drivers in terms of compliance to laws and regulations in the sector (mean 4.18); leaders have a great influence on all employees (mean 4.34); SACCO leaders take decisive actions whenever the need for decision making is required (mean 4.03); compliance decisions aligns to SACCO needs and future plans (mean 4.08); SACCO leaders have created an enabling culture for compliance to laws (mean 3.92); and that SACCO leaders have set aside sufficient resources to support compliance in the institution (mean 3.62). This confirms that strategic leadership among the SACCO leaders is widely practised and able to enhance compliance to traffic rules and regulations.

The study also found that to a moderate extent, (mean 2.51-3.49) the SACCO leaders agreed that: SACCOs considers that the compliance with traffic regulations is not their role to implement but rather a role of other stakeholders (mean 2.69), and also that SACCO has been intensively involved in creation of the laws and regulations governing the traffic sector (mean 3.15). This indicates disparity in views among the SACCO leaders on their involvement in

the creation of laws and regulations and also the issues of implementing them. This view was clarified by the Matatu Owners Association who observed that the sector participation in creating laws and regulations lies with them as an Association of Matatu Saccos (MOA:P3L15-17). In their views: “Matatu Owners Association (MOA) is the one which suggested the ‘formalization’ of the matatu industry through formation of Matatu SACCOs and is widely involved in the creation of rules and regulations within this sector” (MOA:P3L7-9).

The study observed that the SACCO leaders to a low extent, ‘at times SACCOs guide their drivers on ways of avoiding arrest whenever they break the law (mean 2.10). This confirms that majority of the SACCO leaders do not ‘guide their drivers on ways of avoiding arrest’, though a few of the respondents (13%) agreed to a very great extent of this notion.

Leadership Culture

The third research question sought to establish how leadership culture affects compliance with traffic laws and regulations among PSV drivers. The study sought to understand the leadership culture existing among the SACCOs by enquiring from the SACCO leaders of the leadership culture cultivated in SACCOs in their day to day operations. They were assessed on a five point Likert scale (where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Low Extent, 1 = No Extent at All) as presented in Table 4.4.

The study found presence of a leadership culture able to foster compliance to laws and regulations within the SACCO. The study found that to a great extent: the SACCO leadership’s beliefs, values, attitudes, ideologies, practices, and customs are directed to support of compliance to laws (mean 4.03); employees are loyal to the SACCO goals on compliance set by the leadership (mean 3.92); the leaders in the SACCO are given power to offer directives on compliance issues (mean 4.21); the SACCO has clearly defined role

requirements and boundaries of authority reducing the hindrances to compliance (mean 4.15); the drivers are motivated to be creative, adaptable and flexible in their quest of ensuring compliance (mean 4.05); the SACCO has created a strong belief in the mission of acquiring compliance (mean 4.13); the leaders in our SACCO supports all drivers in ensuring compliance by offering them training and awareness on laws (mean 3.67); the SACCO offer the employees a safe and non-political work environment (mean 4.08); and, the SACCO leadership is greatly committed to ensuring personal growth and development among the drivers (mean 4.16). These confirms presence of a leadership culture in the SACCOs that is bound to influence drivers' compliance. These outcomes are as presented in Table 4.4.

Table 4.4: Leadership Culture among the SACCOs

Leadership Culture	N	1	2	3	4	5	Mean	Std. Dev.
The SACCO leaderships beliefs, values, attitudes, ideologies, practices, and customs are directed to support of compliance to laws	39	0%	3%	23%	44%	31%	4.03	.811
Employees are loyal to the SACCO goals on compliance set by the leadership	39	0%	3%	38%	23%	36%	3.92	.929
The leaders in the SACCO are given power to offer directives on compliance issues	39	0%	3%	13%	46%	38%	4.21	.767
The SACCO has clearly defined role requirements and boundaries of authority reducing the hindrances to compliance	39	0%	0%	21%	44%	36%	4.15	.745
The drivers are motivated to be creative, adaptable and flexible in their quest of ensuring compliance	39	0%	0%	31%	33%	36%	4.05	.826
The SACCO has created a strong belief in the mission of acquiring compliance	39	0%	5%	23%	26%	46%	4.13	.951
The leaders in our SACCO supports all drivers in ensuring compliance by offering them training and awareness on laws	39	0%	28%	13%	23%	36%	3.67	1.243
The SACCO offer the employees a safe and non-political work environment	39	0%	8%	21%	28%	44%	4.08	.984
The SACCO leadership is greatly committed to ensuring personal growth and development among the drivers	38	0%	5%	21%	26%	47%	4.16	.945

Compliance to Traffic Laws and Regulations

The study also sought to understand the level of compliance to traffic rules and regulations among the SACCOs by enquiring from the SACCO leaders and drivers of the driver's compliance rating on a five point Likert scale (where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Low Extent, 1 = No Extent at All) as presented in Table 4.5.

Table 4.5: Driver's compliance rating

Drivers Compliance Levels	N	1	2	3	4	5	Mean	Std. Dev.
To what extent would you rate your level of compliance with traffic laws and regulations?	39	3%	0%	33%	49%	15%	3.74	0.818
Having a management team	38		3%	5%	42%	50%	4.39	0.718
Displaying drivers photograph	39	0%	8%	18%	21%	54%	4.21	1.005
Indicating route details	39	0%	0%	28%	31%	41%	4.13	0.833
Speed governors	39	0%	8%	26%	18%	49%	4.08	1.036
Seat belts	39	3%	18%	31%	21%	28%	3.54	1.166
Ensuring seat belts are installed	39	3%	18%	33%	23%	23%	3.46	1.12
Wearing badges	39	18%	15%	28%	23%	15%	3.03	1.328
Retesting drivers every two years	39	31%	28%	10%	15%	15%	2.56	1.465

A look at the level of compliance with traffic laws and regulations indicated high levels of compliance despite a few of the SACCOs being indicated as having low compliance levels. The study enquired from the SACCOs the extent to which they rate their level of compliance to traffic laws and regulations where the SACCOs rated their extent of compliance as being to a great extent (mean 3.74). However, 3% of the SACCOs recorded compliance to laws at 'no extent at all' rating while a further 33% recorded compliance to a 'moderate extent'. This confirms lack of full compliance among the SACCOs which is reflective of the views posited by an official of Matatu Owners Association who claimed that:

"though majority of the SACCOs complies to rules and regulations, a few remain without complying or complies partly, though whenever an individual within the sector does something wrong, the whole Matatu industry is blamed hence gaining the 'notorious' tag among motorists. A few drivers and Matatu crews are destroying our name," (MOA: P4L15-22)

In relation to the various regulation requirements at the sector, Matatus are supposed to install speed governors with maximum speed of 80 Km/H, seat belts, and route details, while the crew wear uniforms, display driver photograph, wear badges, have a management team in SACCOs, and retest drivers every 2 years. On these requirements, the study found that to a great extent, SACCOs comply on rules and regulations regarding: speed governors (mean 4.08); seat belts (mean 3.54); indicating route details (mean 4.13); displaying drivers photograph (mean 4.21); and having a management team (mean 4.39). The study also found that SACCOs to a moderate extent comply with by ensuring seat belts are installed (mean 3.46); wearing badges (mean 3.03); and retesting drivers every two years (mean 2.56). From these outcomes, the study observed that the most complied to regulation is that of having a management team as each and every player in the industry belongs to a Matatu SACCO which has a management team. The regulation that is least complied to is that of having to ‘retest drivers bi-annually’ with majority of the SACCOs agreeing that they rarely undertake this requirement.

The study also sought to understand the level of compliance with traffic laws and regulations among the SACCOs by asking the SACCO leaders and drivers to rate the driver’s frequency of committing various traffic offences on a five point Likert scale (where 1 = Never; 2=Seldom; 3=Moderately; 4=Regularly; 5=Frequently) as presented in Table 4.6.

Table 4.6: Driver's frequency of committing traffic offences

Frequency of Committing Traffic Offences	N	1	2	3	4	5	Mean	Std. Deviation
Failing to give rights of way	39	31%	46%	8%	10%	5%	2.13	1.128
Overlapping	38	32%	39%	21%	8%		2.05	0.928
Picking and dropping passengers in undesignated areas	38	37%	42%	8%	5%	8%	2.05	1.184
Failing to use seat belt	38	39%	37%	18%	3%	3%	1.92	0.969
Speeding	39	33%	51%	15%			1.82	0.683
Playing loud music	38	55%	21%	18%	5%		1.79	1.094
Not wearing badges and displaying driver details	38	68%	16%	5%	5%	5%	1.63	1.149
Driving on the pavements/ overtaking on the wrong side	39	62%	28%	8%	3%		1.54	0.854
Overloading	38	66%	26%	3%	3%	3%	1.50	0.893
Drunk driving	38	82%	13%	3%	3%		1.29	0.768

The study also considered other forms of regulations related to road usage that applies to all motorists such as the requirements to observe set speed limits, avoiding to overlap, using seat belts, drunk driving, right of way, overloading, and playing too loud music. The study found that the SACCO drivers seldom committed traffic offences regarding: speeding (mean 1.82); overlapping (mean 2.05); failing to use seat belt (mean 1.92); drunk driving (mean 1.29); failing to give rights of way (mean 2.13); driving on the pavements/ overtaking on the wrong side (mean 1.54); picking and dropping passengers in undesignated areas (mean 2.05); overloading (mean 1.50); not wearing badges and displaying driver details (mean 1.63); and playing loud music (mean 1.79). From these outcomes, the study found that the most committed offence by the Matatu drivers is that of failure to give right of way (mean 2.13), followed by overlapping (mean 2.05), picking and dropping passengers in undesignated areas (mean 2.05), while the least committed offence is that of drunk driving (mean 1.29).

A look at the leader's level of compliance to laws and regulations was also undertaken. The study found that majority of the SACCO leaders (89.7%) agreed that they usually comply with traffic rules and regulations. However, a significant number of the leaders (10.3%) were

found to disagree with the notion that ‘the leaders are able to comply with all traffic laws and regulations within the sector’. This confirms the fact that some of the leaders who ought to mentor the drivers into compliance are also poor in ensuring and enhancing compliance to rules and regulations within the industry. These outcomes are as presented in Figure 4.10.

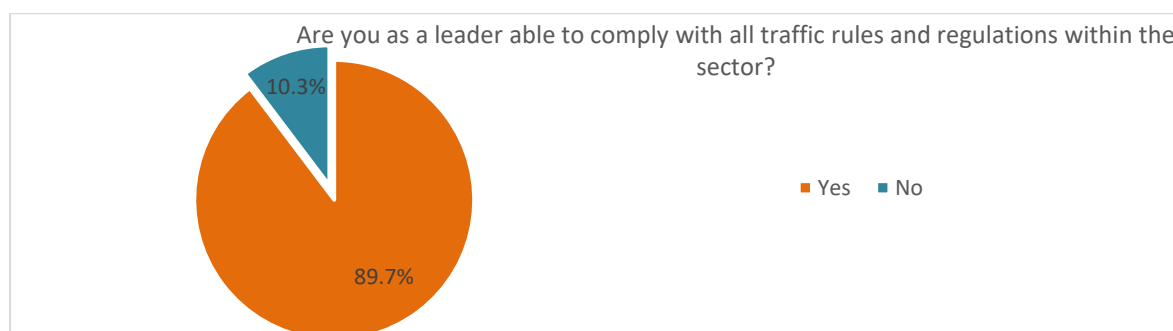


Figure 4.10: Leader's compliance to Laws and regulations

Due to the observations made in Figure 4.10, the study sought to find out the views of SACCO leadership regarding compliance to traffic laws and regulations. The SACCO leaders were queried of their views regarding compliance to traffic laws and regulations on rating in a five point Likert scale (where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Low Extent, 1 = No Extent at All). The outcomes presented in Table 4.7 shows the findings.

Table 4.7: The views of SACCO leaders regarding Compliance to traffic laws

Leaders Views on Compliance	N	1	2	3	4	5	Mean	Std. Dev.
SACCOs have a mechanism in place to ensure all the drivers are able to comply with the rules and regulations in the sector	39	3%	18%	13%	28%	38%	3.82	1.211
There are deterrent methods that ensure the drivers compliance	39	3%	10%	13%	31%	44%	4.03	1.112
Leaders position in this sector doesn't involve enforcing compliance to rules and regulations at all	39	23%	23%	21%	10%	23%	2.87	1.490
Drivers have been able to implement the leaders guidelines within institutions and have been able to comply with the laws in the sector	39			28%	36%	36%	4.08	.807
To what extent have the leaders inspired compliance to traffic laws among the drivers in Nairobi county?	39		3%	26%	46%	26%	3.95	.870
Kindly rate the level of compliance among PSV drivers in SACCO to rules and regulations in the transport sector	39			51%	38%	10%	3.59	.677

From the assessment in Table 4.7, the study found that to a great extent, SACCO leaders have a mechanism in place to ensure all the drivers are able to comply with the laws and regulations in the sector (mean 3.82); there are deterrent methods that ensure the drivers compliance (mean 4.03); SACCO drivers have been able to implement the leaders' guidelines within our institutions and have been able to comply with the laws in the sector (mean 4.08); the leaders inspire Matatu drivers to comply with traffic laws (mean 3.95); and there is relatively high level of compliance among PSV drivers in SACCOs to rules and regulations in the transport sector (mean 3.59). However, the study observed that the SACCO leaders agreed to a moderate extent that leadership in the sector doesn't get involved in enforcing compliance to laws and regulations at all (mean 2.87) hence part of the SACCO leaders can be said to agree that compliance is part of their role while others blame other institutions. This view (on blaming other institutions) was reiterated by the Matatu Owners Association which they claim lead to constant blame game among the relevant institutions (MOA:P4L16).

Accident Information as Indicator of Compliance Level Based on Real Data

In a bid to assess the level of compliance with laws and regulations among the SACCOs and drivers, the study sought real periodic data (2000 – 2016) related to accident occurrences slightly prior and after the formation of Matatu SACCOs in Kenya. This data was acquired from the Kenya Police Service and upon our request, the NTSA had similar information. The analysis of this data provided the results presented in this section.

The study considered the level of compliance as indicated by the annual accidents recorded within the period prior and after the formation of the SACCOs. The Kenya transport industry introduced SACCOs in 2003 after a period of high accident occurrences. The outcomes of this assessment is as presented in Figure 4.11.

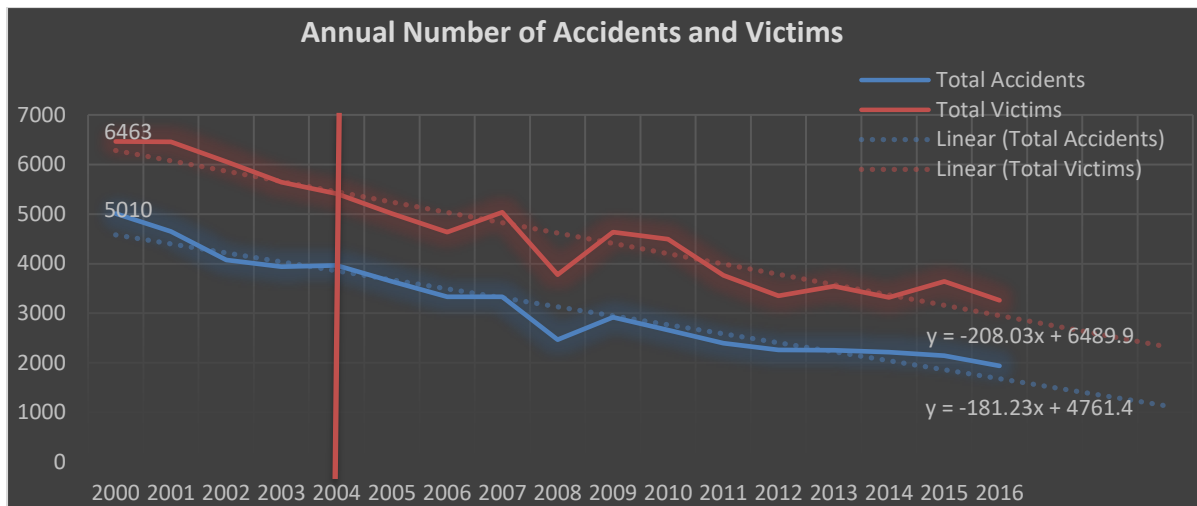


Figure 4.11: Annual total accidents data (Nairobi County)

From the study outcomes, the study found that the total number of accidents indicated a decreasing trend from Year 2001, past the Year 2004 mark where SACCOs were introduced and keeps declining all the way to 2016 from a high of 6463 accidents in year 2000 to a low of 3261 in year 2016. A similar trend was observed for the total number of victims where the study found a declining trend over the period from a high of 5010 annual victims in year 2000 to 1939 victims in year 2016, a relatively steep decline.

However, when the accidents are disaggregated into type of accident such as the fatal accidents, serious accidents and slight accidents, the study found that over the period (2000-2016), the serious and fatal accidents had an increasing trend while the slight accidents trend declined significantly over the period (see Figure 4.12). A similar trend was observed when considering accident victims where fatal and serious victims were observed to increase slightly over the study period (2000-2016), but for the slight accident victims, they were observed to indicate a relatively high decline over the period (see Figure 4.13). Therefore, the study can conclude that whereas the study found an overall decline in the number of accidents and accidents victims in Nairobi County, the decline only affected the slight accidents and the victims but an increasing trend was seen for the fatal and serious accidents

victims. This confirms that the fatal and slight accidents are not affected by introduction of deterrence measures but rather the slight accidents are the most influenced. This is in line with the observation that the serious and fatal accidents are in most cases not caused by silly mistakes but rather occurs where huge errors on the part of drivers arises. However, the measures introduced in 2004 significantly affected the slight accidents occurrences and they have been reducing at a very significant rate becoming lower than the fatal and serious accidents. Since most of the slight accidents mainly occurs due to silly mistakes and poor judgement, the measures introduced did significantly reduce these causes hence reducing the slight accidents.

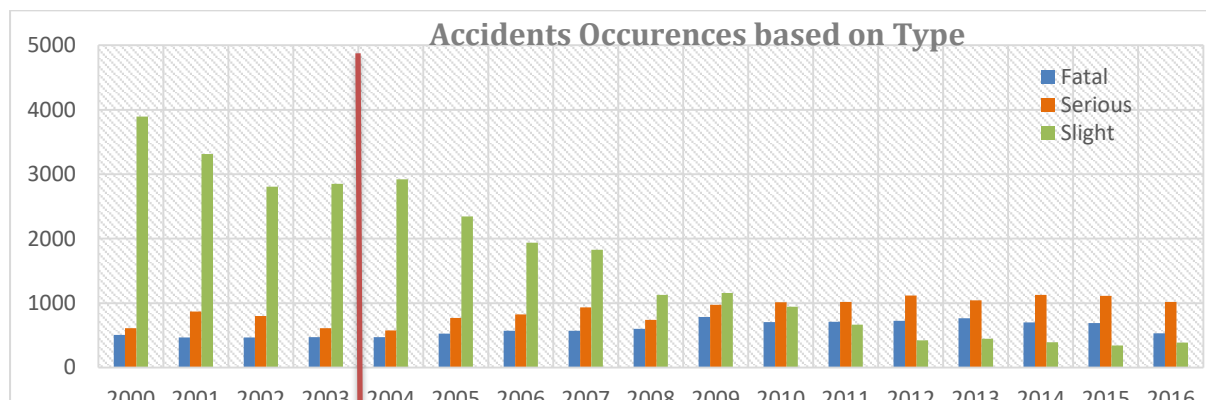


Figure 4.12: Accidents occurrence based on the type of accident (Nairobi County)

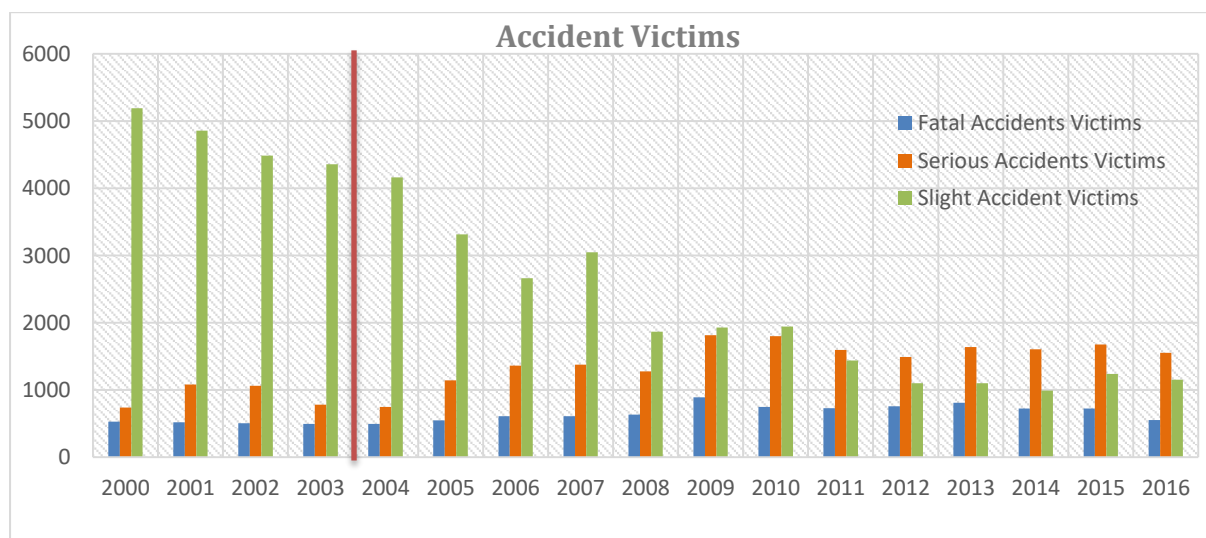


Figure 4.13: Accident victims based on type of accident (Nairobi County)

A look at the the level of compliance among matatus as indicated by the matatu involvement in annual accidents recorded within the period prior and after the formation of the SACCOs 2000-2016 was observed to be important for the study. The outcomes of this assessment is as presented in Figure 4.14.

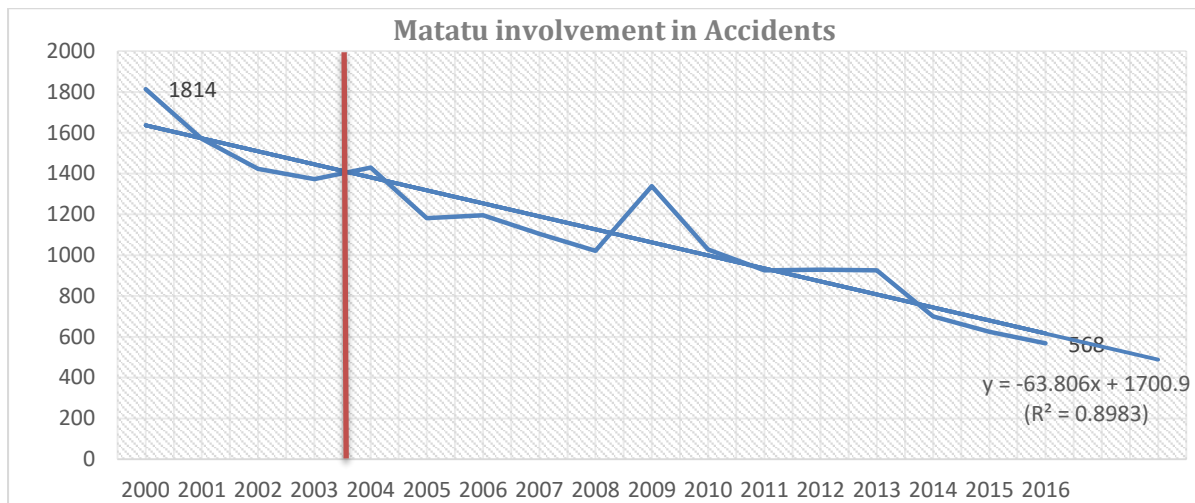


Figure 4.14: Accidents caused by Matatus 2000-2016 (Nairobi County)

As presented in Figure 4.14, the study found that the level of matatu involvement in traffic accidents declined between 2000 and 2016. The declining trend indicates that there were fewer accidents caused by the Matatus between 2000 and 2016. The phenomenon can be attributed to the introduction of the rules popularly known as the “Michuki Rules” within which the formalization of the matatu sector through creation of SACCOs was introduced among a raft of other measures. This is an indication that the Matatus did follow the rules introduced within the period hence the tangible impact, though increase in number of accidents along the way such as that which occurred in 2009 and 2013 indicates areas where a shift from the norm was experienced most likely as failures in compliance.

Inferential Statistics

The study undertook an inferential analysis that involved computation of correlation and a regression analysis using SPSS tool. The correlation analysis revealed the link between the study variables showing how the factors relate to each other. The correlation coefficient of the study is as presented in Table 4.8.

Table 4.8: Correlations

		Level of Compliance	Leadership Values	Strategic Leadership	Leadership Culture
Level of Compliance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	39			
Leadership Values	Pearson Correlation	.636**	1		
	Sig. (2-tailed)	.000			
	N	39	39		
Strategic Leadership	Pearson Correlation	.478**	.832**	1	
	Sig. (2-tailed)	.002	.000		
	N	39	39	39	
Leadership Culture	Pearson Correlation	.445**	.807**	.885**	1
	Sig. (2-tailed)	.005	.000	.000	
	N	39	39	39	39
**. Correlation is significant at the 0.01 level (2-tailed).					

The study found that the divers' level of compliance has a statistically significant positive correlation with the leadership values among SACCO leaders ($r=0.636$ $p=0.000$). This is to imply that the leadership values among the SACCO leaders have a 63.6% relationship with the level of compliance to traffic laws and regulations among drivers. Similarly, the other factors such as strategic leadership ($r=0.478$ $p=0.002$), and leadership culture ($r=0.445$ $p=0.005$) among SACCO leaders were found to have statistically significant positive correlation coefficients in relation to driver's level of compliance to traffic laws. The significant positive correlations have the implication that the more emphasis SACCO leadership apportion to enhancing leadership values, strategic leadership, and cultivating

leadership culture, the higher the chance that drivers within the Matatu sector will have higher level of compliance to traffic laws and regulations.

The inferential analysis also involved a regression analysis model summary, ANOVA and model specification statistics. The study's main objective was to determine the influence of SACCO leadership on drivers' compliance to laws and regulations. This relationship was determined by carrying out a regression analysis on leadership value, strategic leadership, and leadership culture as the independent variables and the level of compliance to rules and regulations as the dependent variable. The outcomes of this analysis produced the outcomes presented in Tables 4.9, 4.10, and 4.11.

Table 4.9: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.418	.368	.42391
a. Predictors: (Constant), Leadership Culture, Leadership Values, Strategic Leadership				

Table 4.9 discusses the regression model summary. It was observed that the study model showed a correlation coefficient of 0.646. This is an indication that there is a defined relationship between the level of drivers' compliance to laws and regulations and the SACCO leadership in Matatu industry in Nairobi County. This view was further confirmed when a high coefficient of determination (R^2) of 0.418 was realized which indicates that the study independent variables (leadership values, strategic leadership and leadership culture) can be able to explain 41.8% of the variability in the dependent variable (drivers' compliance to traffic rules and regulations). This confirms that SACCO leadership influences drivers' compliance to laws and regulations which gives the indication that though there are other factors influencing drivers' compliance, SACCO leadership characteristics is able to explain 42% of the level of compliance to traffic laws among the drivers.

An ANOVA of the study model was carried out to further investigate this link and the following outcomes of the study are as presented in Table 4.10.

Table 4.10: ANOVA on the relationship between SACCO leadership and Drivers compliance

Model ^a		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.514	3	1.505	8.374	.000 ^b
	Residual	6.290	35	.180		
	Total	10.804	38			

a. Dependent Variable: Level of Compliance

b. Predictors: (Constant), Leadership Culture, Leadership Values, Strategic Leadership

The study carried out an analysis of variance (ANOVA) to test the variability between Leadership Culture, Leadership Values, Strategic Leadership and the Level of Drivers' Compliance to Traffic Laws presented in Table 4.10. According to outcomes presented, the p-value (sig.) was 0.000 ($P < 0.05$) indicating that the influence is statistically significant at 95% confidence level. The ANOVA model indicates that the relationship between Leadership Culture, Leadership Values, Strategic Leadership and the Level of Drivers' Compliance to Traffic Laws is statistically significant. A further analysis on the relationship gave the outcomes presented in Table 4.11 showing the regression model coefficients.

Table 4.11: Regression Coefficients on SACCO leadership vs drivers compliance level

Model ^a	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.079	.410	5.076	.000
	Leadership Values	.635	.189	.809	.002
	Strategic Leadership	.034	.208	.022	.041
	Leadership Culture	.114	.201	.064	.033

a. Dependent Variable: Level of Compliance

The information contained in table 4.11 reveals the results of the regression analysis model. According to the findings, leadership values (0.635, $p=0.002$); strategic leadership (0.034, $p=0.041$), and leadership culture within SACCOs (0.114, $p=0.033$), have a statistically positive influence on the drivers compliance to laws and regulations. The regression model indicates that the relationship between the independent variables (leadership culture, leadership values, and strategic leadership in SACCOs) and dependent variable (drivers' compliance to laws and regulations) have positive regression coefficients and a constant of 2.079. The regression model of this relationship is presented as:

$$DC = 2.079 + 0.635 LV + 0.034 SL + 0.114 LC$$

Where DC = Drivers' Compliance

LV = Leadership values

SL = Strategic leadership

LC = Leadership culture

Therefore, the study confirm that leadership values, strategic leadership, and leadership culture within SACCOs have a positive impact on the SACCOs' drivers' compliance to laws and regulations within the Matatu sector in Nairobi County. It was observed that a positive change in leadership values, strategic leadership, and leadership culture would cause a positive change in driver's level of compliance to rules and regulations of the Matatu industry. There is therefore a direct linkage between drivers' compliance to rules and regulations and the SACCO level of leadership indicated by the leadership values, strategic leadership, and leadership culture within individual SACCO.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter consists of the following sections: Summary of findings discussion of findings, conclusions, recommendations and areas of further research. The first section provides a summary of the study findings within each of the study objectives followed by the study conclusions based on the research findings on each objective. The chapter also provides the study recommendations, and culminates with the recommendations for further studies.

Summary of Findings

The study sought to establish the leadership factors affecting compliance to traffic laws and regulations among the PSV drivers in Nairobi County. The study realized adequate response rate from the target respondents of SACCO leaders and drivers, and key informants from key institutions mandated with ensuring compliance to laws and regulations such as Matatu owners Association, County traffic department, NTSA, and Nairobi traffic Police. The study found that there was very low women participation (2.5%) owing to the very low participation of women in the sector. The study respondents representing SACCO drivers were relatively young (mean age 31 years) while those representing SACCO leaders were relatively older (mean age 39 years) and majority of them have been drivers in the past, an indication of higher level of experience in the sector among the leaders than the drivers. The SACCO leaders were also found to have higher education level than the SACCO drivers who responded to the study. The study observed that the Matatu SACCOs interviewed were relatively large in relation to membership of between 50-100 vehicles with majority observing that the number has been increasing over time.

The study further looked at the drivers' views regarding leadership in their SACCOs where it was observed that majority of the drivers agreed that the SACCO leaders influence the behaviours of the drivers to a great extent, SACCO leaders "lead by example" in that "leaders have influence on our operations and behaviour within the roads, drivers rely on the guidance of SACCO leaders to know how to behave on the roads and leaders try to convince us to comply with traffic laws". The leadership from NTSA, KeNHA, and traffic police is ample to help them comply. However, majority of the drivers disagreed that SACCO leaders directs drivers on the kind of Laws and regulations to break.

A look at the leadership values among the SACCO leaders revealed that to a great extent, SACCO leaders: are guided by integrity, accountability and transparency in their day to day operations of their SACCO; have positive moral principles which they apply to guide drivers; collaborates with the traffic police and other bodies to enhance driver compliance; conduct themselves in such a way that drivers emulate them; are loyal to the mission of the institution of enhancing compliance to traffic laws and show similar loyalty to the employees; are aware of the laws governing Matatu sector and are competent in handling cases arising every now and then related to compliance to the laws; adheres to the code of ethics and compliance policies just like other employees do; have a positive attitude towards the traffic laws; and consider it their responsibility whenever a driver commits an offence. These outcomes confirms that a high level of leadership values is upheld within the SACCOs.

The study also considered issues of strategic leadership among the Matatu SACCOs where it was found that to a great extent, SACCO leaders: make decisions based on strategic reasoning and preconceived plans; have created a plan to ensure that there is compliance among all drivers; has set up disciplinary measures and organs that ensure all those who break the law are punished; have created a mechanism for rewarding the drivers who best observes rules and regulations and has the least offenses; create policies with close

consultations with the drivers in a bid to ensure all rules and regulations are adhered to; have long term laws on compliance; take a great part in fostering internal stability within the SACCO; are involved in building commitment on compliance to laws among the drivers; offers motivation and mentorship to the drivers in terms of compliance to laws and regulations in the sector; have a great influence on all employees; take decisive actions whenever the need for decision making is required; compliance decisions aligns to SACCO needs and future plans; have created an enabling culture for compliance to laws; and, have set aside sufficient resources to support compliance in the institutions. However, the SACCO leaders agreed to a moderate extent that SACCOs consider the drivers' compliance to traffic regulations not their role to implement but rather a role of other stakeholders; and that SACCOs have been intensively involved in creation of the laws and regulations governing the traffic sector, which confirms mixed reactions among SACCO leaders regarding these issues. The leaders did not agree that "at times SACCOs guide their drivers on ways of avoiding arrest whenever they break the law" though a few agreed that sometimes they partake in this issue.

The study also looked at the issue of leadership culture within the SACCOs confirming presence of a culture capable of fostering compliance within the SACCOs. The study found that to a great extent: the SACCO leadership's beliefs, values, attitudes, ideologies, practices, and customs are directed to support of compliance to laws; employees are loyal to the SACCO goals on compliance set by the leadership; the leaders in the SACCO are given power to offer directives on compliance issues; the SACCO has clearly defined role requirements and boundaries of authority reducing the hindrances to compliance; the drivers are motivated to be creative, adaptable and flexible in their quest of ensuring compliance; the SACCO has created a strong belief in the mission of acquiring compliance; the leaders in SACCO supports all drivers in ensuring compliance by offering them training and awareness

on laws; the SACCO offer the employees a safe and non-political work environment; and, the SACCO leadership is greatly committed to ensuring personal growth and development among the drivers, hence confirming a great leadership culture able to support drivers compliance to rules and regulations.

The study also assessed the level of drivers' compliance to traffic laws and regulations. The drivers rated their level of compliance as being to a great extent though some of them indicated low compliance. Drivers agreed that they comply to a great extent with laws and regulations related to speed governors, seat belts, indicating route details on body of the vehicle, displaying drivers photograph, and having a management team (met by joining a SACCO). Other requirements such as ensuring seat belts are installed, wearing badges, and retesting drivers every two years were observed to be complied with to a moderate extent with a significant number of Matatus failing to comply.

Additionally, the study tested the level of compliance among the Matatu drivers by enquiring of their frequency of committing certain offences. The study found that most of the drivers seldom: speed, overlap, fail to use seat belt, drive when drunk, fail to give rights of way, drive on the pavements/ overtake on the wrong side, pick and drop passengers in undesignated areas, overload, fail to wear badges and display driver details, and play loud music. This confirmed views by the Traffic Police Commandant, MOA, and NTSA that it is only a few in the sector who tarnish the name and since the sector is very large the offenders makes the sector to be branded as the 'naughty sector' among motorists.

A look at the 2000-2016 periodical data on accidents involving Matatus in Nairobi County indicated an overall declining trend for the number of victims and number of accidents since the introduction of 'Michuki Rules' in 2004 where the mandatory formation of SACCOs was implemented. However, when these accidents were looked from the lenses of whether fatal,

serious or slight, the study observed a low rising trend of the fatal and serious accidents and victims but a very huge decline in the slight accidents and slight accident victims. A look at specifically the Matatu involvement in accidents also revealed a declining trend with future decrease being forecasted confirming that after introduction of 'Michuki rules' leading to the formation of SACCOs, there was a marked decline in accidents caused by Matatus. Some drivers observed that "it is better to be caught by policemen committing a traffic offence than the management team of the SACCO as their penalties such as suspension (without pay), expulsion, or being handed over to the police for greater punishment are very dreaded by the drivers, hence act as deterrent to breaking of laws".

The study conducted some inferential statistics to confirm the relationship between SACCO leadership and drivers compliance. The study found that indicators of SACCO leadership such as leadership values (0.636), strategic leadership (0.478), and leadership culture (0.445) have positive correlation coefficients with Drivers Compliance level. A regression analysis indicated that leadership values, strategic leadership, and leadership culture explains 41.8% of the variability in Drivers' compliance level confirming that SACCO leadership has some significant positive influence on the Drivers' level of compliance. The regression analysis further revealed positive regression coefficients which are statistically significant confirming that one can be able to predict the level of driver compliance to traffic laws by measuring the SACCO leadership, and that improvement in SACCO leadership in terms of leadership values, strategic leadership and leadership culture would result in the improvement in the level of drivers' compliance to traffic laws and regulations.

Discussion of Findings

The study measured the level of PSV drivers' compliance to traffic laws and regulations in Nairobi County and it was found that the level of compliance was to a great extent. Drivers rated highly their level of compliance to regulations related to speed governors, seat belts,

indicating route details, displaying drivers photograph, and having a management team (met by joining a SACCO) and rated as moderate their level of compliance to rules related to ensuring seat belts are installed, wearing badges, and retesting drivers every two years. At the same time, drivers lowly rated their level of committing offences related to speeding, overlapping, failing to use seat belt, driving when drunk, failing to give rights of way, driving on the pavements/ overtaking on the wrong side, picking and dropping passengers in undesignated areas, overloading, failing to wear badges, displaying driver details, and playing loud music. However, few of the drivers agreed that their SACCO drivers commit these offences to a great extent confirming views posited by the Traffic Police Commandant, MOA, and NTSA that only a few of drivers and SACCOs commit traffic offences but end up tarnishing the name of the Matatu sector. The MOA associated this problem with the weaknesses in the laws governing the formation of Matatu SACCOs as “some are not formed with the motive of service delivery but rather to meet other ill motives such as money laundering”. These outcomes are nearly similar to what was observed by Neelima, et al., (2012) who observed that 13 - 37% of drivers jumped red lights at various selected intersections in Delhi, India, an indication that not all drivers break the laws but the few who breaks laws have a huge impact on the accidents occurrence. Pirie (2014) similarly observed non-compliance among drivers in Uganda though his study indicated higher levels than those observed within this study and the study had a wider scope of both drivers for PSV and private vehicles.

As observed by Sprattler (2012), the magnitude of the ‘lack of compliance’ problem is mainly reflected in the occurrences of road accidents. Therefore, the study also sought real data recorded by the Traffic Police Department in Kenya of the accidents and offences committed between years 2000 to 2016. The study observed that upon the introduction of Michuki Rules in 2004, a marked decline in accident occurrences was observed though a

deeper look into it revealed that the slight accidents were the ones that reduced greatly but the fatal and serious accidents had a very slight increase over the period. Going by the views as posited by Sprattler (2012), the decline in accident occurrences, as much as it is an indicator of working deterrence policies, is a sure indicator of an increase in the level of compliance to traffic laws and regulations. A similar decline was observed in accidents caused within the Matatu industry, an indication of an increase in the level of compliance to traffic laws and regulations. As observed by Chitere & Kibua (2012), over 90% of accidents involve some aspects of human error in observation, decision making and response, all aspects that the traffic rules and regulations within the transport industry tries to minimize.

The study observed that there was a marked decline in accidents and traffic offences occurrences in the Matatu industry within the period after introduction of Matatu SACCOs (introduced in 2004 during the Michuki rules introduction). The study key informants supported this view observing that the introduction of SACCOs was the greatest aspect of ‘Michuki rules’ as this was a key motivator of drivers compliance. The SACCOs offered a greater enforcement power for Matatu sector players than the earlier enforcement methods. Formation of SACCOs happened to occur at a time when the sector was a breeding place for gangs and there was a lot of disorganization in the sector leading to a lot of vices. Upon SACCOs formation, the sector became formal and organized themselves into institutions with the power to offer a ‘carrot or a stick’ to its employees hence gaining a higher hand in enhancing driver compliance. The bottom line of making formal the sector in this scenario was the improvement in quality of transport affairs within the city by increasing traffic flow, improving road safety, and reduction of accidents, injuries, deaths, material damages, emissions, noise pollution (Watling & Leal, 2012). This confirms that there is rising levels of compliance among the Matatu drivers to rules and regulations and this compliance has led to a significant decline in accident occurrences within the country since the formation of

SACCOs. Matatu drivers' compliance to traffic rules and regulations affects the occurrences of traffic accidents and can therefore be used as methods of reducing traffic accidents occurrences in the country in future.

SACCO Leadership Values and Driver Compliance to Laws and Regulations

The study found that majority of the SACCO leaders maintain a high level of leadership values. It was observed that SACCO leaders display integrity, accountability and transparency in their operations, majority have positive moral principles, are loyal, have high awareness of laws and regulations in the sector, adheres to code of ethics and policies, and have positive attitude towards issues of compliance. The SACCO leaders can therefore be confirmed to uphold great level of leadership values applicable in ensuring sanity is upheld in the sector. Alabi & Alabi (2010) opined that leadership is the lifeline of most sectors in the world today and one of the most impactful components in the organizational structure. It is further argued that leadership values guide an institution social attitudes and ideologies, as well as the decision processes and actions (Ng & Sears, 2012).

The study found that SACCO leadership values has a significant positive influence on the drivers' compliance. The study outcomes confirmed that SACCOs with high level of leadership values also indicated high levels of compliance while those whose leadership values were rated lower indicated lower levels of driver compliance. These outcomes are similar to what was observed by Deloitte (2009) who found the benefits of having superior leadership values in corporations to include improvements to brand value, equity, and productivity and may potentially lead to increased shareholder value. Leadership values therefore have a potential of improving not only the compliance of drivers but also the overall performance of the SACCOs, an aspect that however falls beyond the scope of this study.

Verhezen, (2010) similarly supported these views with the idea that accountability, transparency, and responsible behaviour which are part and parcel of leadership values does positively affect reputation, and with reputation comes a role and responsibility of maintaining a positive image. The SACCOs cannot maintain this positive image without ensuring that the drivers comply with all traffic laws, hence leadership values are a pull and a push towards compliance. This is the reason why leadership values were observed to have a higher positive coefficient than the other two leadership factors as the factor is a very strong basis on which SACCOs' performance and compliance to traffic laws and regulations may be based.

SACCO Strategic Leadership and Driver Compliance to Laws and Regulations

A look at strategic leadership practices within the Matatu SACCOs revealed that majority of the SACCO leaders partake in the practices of strategic leadership. The study found that SACCO leaders make decisions based on strategic reasoning and preconceived plans, have set up disciplinary measures and organs, has a rewards mechanism, offer policies, have long term plans, take part in fostering internal stability, builds commitment, offers motivation and mentorship, are a great source of influence, takes decisive actions aligned to SACCO needs and future plans, create enabling culture, and sets aside sufficient resources, all these geared towards ensuring compliance to traffic laws. These outcomes confirms that SACCO leaders practice strategic leadership as envisioned by Ng & Sears (2012), as comprising of the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary.

Further assessment revealed that strategic leadership positively influences the level of drivers' compliance. The study found that SACCO leaders practising high levels of strategic leadership were likely to have more drivers complying and that improved strategic leadership within the Matatu SACCOs would lead to enhanced compliance to traffic laws and

regulations among drivers. Strategic leaders are a source of constructive pressure on their subordinates ensuring that they continually improve their performance by nurturing a results-oriented work climate; promoting an enabling culture; and setting objectives and expectations (Benedek 2012). Therefore, strategic leadership is an important strategic resource for the organisation as it offers a firm a competitive edge and can be vital in issues related to compliance to laws and regulations.

Strategic leadership is an important organizational tool for implementing change and enhancing compliance to laws and regulation goes hand in hand with change. As Rakauskas, et al. (2010) observed, change towards compliance demands behavioural changes and imply a different philosophical framework or different perspective than what an individual held, aspects which are best managed through strategic leadership. Iversen and Rundmo (2014) also observed that change towards compliance to rules and regulations requires prioritization of particular objectives and adaptation of some processes and procedures hence has to adopt the concept of ‘strategy’. In support of the study findings, Sterling (2013) found that the key failure towards compliance is the lack of senior management support which leads to the application of insufficient resources; lack of timeliness and distinctiveness; lack of focus; and bad strategic responses, all issues that strategic leadership can solve. Therefore, compliance is a strategic effort, and strategic leadership in SACCOs does have an impact on drivers’ compliance to traffic laws and regulations. Improvement in strategic leadership can therefore be applied as a leadership tool within Matatu SACCOs which would lead to the improvement of the level of drivers’ compliance and consequently reducing occurrence of accidents.

SACCO Leadership Culture and Driver Compliance to Laws and Regulations

As opined by Meng, He, & Luo (2014), leadership culture relates to the leadership beliefs, values, attitudes, ideologies, practices, customs, and language instilled within an institution. Grounded on the institution theory which relies on the premise of aggregations of individual

action, patterned inter-action games between individual, and institutions that structure action, the study observed a strong leadership culture within SACCOs that is greater than what anyone would expect (owing to the poor image people still have of the sector) and is also directed towards compliance to laws and regulations. The study found that the leadership culture in Matatu SACCOs is characterised by strong beliefs, values, attitudes, ideologies, practices, and customs directed to support of compliance to laws, loyalty to SACCO and leaders, have power to offer directives, defined roles and boundaries of authority, adaptability and flexibility, strong belief in SACCO mission of acquiring compliance, support available, safe and non-political work environment, and SACCOs are greatly committed to ensuring personal growth and development. These factors indicates a very strong leadership culture among the SACCOs which is a recipe for higher compliance level.

Further assessment revealed that leadership culture positively influences the level of drivers' compliance with traffic laws and regulations. The study found that SACCOs with a superior leadership culture had a higher level of drivers' compliance to traffic laws than those with lower form of leadership culture. The study therefore confirmed that improvement in leadership culture in SACCOs causes an improvement in the level of compliance of SACCO drivers to traffic laws and regulations. Daft (2004) observed similar findings where he found that the four key cultures of power, bureaucracy, achievement and innovation, and support has the potential to be successful in motivating compliance among employees. Wade, et al., (2008) on the other hand opined that the supportive manager shares values, believes in a balance of power, and provides opportunities for open dialogue with subordinates, a dialogue through which change motivating sentiments are captured and through which the discourse of leadership led compliance thrive. After observing that leadership culture influences issues of compliance within the transport sector, Lai and Chen (2011) recommended the leaders in Chinese public transport agencies to focus on developing strategies that aim to motivate

drivers and other employees to strongly identify with sector so as to encourage them to form a positive leadership culture which ensure future improvement in compliance levels. These outcomes indicates presence of a leadership culture in Matatu SACCOs that is strong enough to influence SACCO operations and consequently enhance the level of compliance. A strong leadership culture is a fabric through which organizations build their image and therefore the strong culture may lead to improvement in the image of the Matatu sector especially in relation to drivers' behaviours along the roads. Leadership culture is therefore a key tool that can be applied in enhancing drivers' compliance to rules and regulations.

Conclusion

The study looked at the effect of leadership values among SACCO leaders on the drivers' compliance with traffic laws and regulations and it was found that various issues of low integrity are practiced among the Matatu SACCO leaders such as having integrity, accountability, transparency, positive moral principles, high awareness of laws and regulations, adherence to code of ethics and policies, and positive attitude towards issues of compliance. Further analysis revealed that SACCO leadership values have a significant positive effect on the drivers' compliance to traffic laws and regulations. It was observed that SACCOs with high level of leadership values also indicated high levels of driver compliance. The study therefore concludes that leadership values in Matatu SACCOs have a positive impact on the level of driver compliance to laws and regulations in Nairobi County.

The study also looked at the effect of strategic leadership within Matatu SACCOs on the level of drivers' compliance to laws and regulations where it was found that strategic leadership practices are widely practised within the sector. The study further found a significant and positive impact of SACCO strategic leadership on the Drivers' compliance as leaders who reported higher levels of strategic leadership had higher levels of drivers' compliance. The study further observed that increase in level of strategic leadership among

the SACCO leadership is bound to cause an increase in the level of drivers' compliance. The study therefore concludes that strategic leadership in matatu SACCOS effect the level of compliance to traffic laws and regulations.

In consideration of the leadership culture effect on drivers' compliance to traffic laws and regulations, the study found a strong leadership culture within the SACCOS. It was observed that SACCOS have cultivated a leadership culture that is able to support drivers' compliance. The study found that SACCO leaders have a character of strong beliefs, values, attitudes, ideologies, practices, and customs directed to support of compliance to laws, loyalty to SACCO and leaders. The study observed that the SACCO leaders have power to offer directives, defined roles and boundaries of authority, adaptability and flexibility, strong belief in SACCO mission of acquiring compliance, support available, safe and non-political work environment, and SACCOS greatly committed to ensuring personal growth and development. Further assessment revealed a link between leadership culture among the SACCO leaders and the driver's compliance to traffic laws and regulations. The study found that improvement in the leadership culture among the SACCO leaders causes an improvement in the level of drivers' compliance. Therefore, leadership culture influences improvement in the level of drivers' compliance to traffic laws and regulations.

The study concludes that there is a high level of compliance with traffic laws and regulations among the drivers operating in Nairobi county. However, the study observed that the few whose level of compliance was low tarnishes the name of the Matatu sector in Kenya, a situation that the Matatu Owners Association associated with the gaps in the law governing formation of SACCOS. A number of them have been formed by individuals who are driven by a desire to make money as well as a camouflage for money laundering as opposed to a spirit to offer quality service. The study also concludes that there was a rise in compliance upon the formation of SACCOS in the sector as the study found a declining trend in the

accidents occurrences in the matatu sector between 2004 and 2016, which the study attributes to the introduction of formal institutional structures in form of Matatu SACCOs which led to an increase in the level of driver compliance to traffic laws within the sector.

From the observed outcomes, the study found presence of leadership values, strategic leadership, and leadership culture among the SACCO leaders in Matatu Sector in Nairobi County. The leadership values, strategic leadership and leadership culture were the study measures for SACCO leadership within the county and as such confirmed the presence of high level of leadership within the Matatu SACCOs. The study further observed that leadership values, strategic leadership and leadership culture within the Matatu SACCOs affect the drivers' compliance to traffic laws and regulations. Therefore, the study concludes that leadership within Matatu SACCOs affect drivers' compliance to traffic laws and regulations.

Recommendations

The study found that unlike what is in the public opinion, there is a high level of Matatu drivers' compliance to traffic laws and regulations. The study observed that only a small proportion of the Matatu drivers operating in Nairobi County rate lowly their level of compliance. The study therefore recommends the policy makers create awareness on the role of the different institutions in the sector and an informed change in public perception wherein all Matatus are seen as not complying. Adoption of a public discourse on ways the Matatu SACCOs committing traffic offences can be made to change their ways and public identification and lynching in the court of public opinion for the SACCOs failing in ensuring compliance but not the whole sector. The study further recommends that the policy makers in the sector should find ways in which the few who are not committed towards compliance can be made to enhance their compliance levels.

The study found that SACCO leadership in form of leadership values, strategic leadership and leadership culture influences the drivers' level of compliance to laws and regulations. The study therefore recommends the enhancement of leadership within the SACCOs as one of the ways to improve compliance to traffic laws and regulations within the sector. The study recommends that the Matatu sector in Nairobi County should embrace the power of leadership as a compliance enhancement tool. The study proposes that the policy makers in the sector, NTSA, County Transport Department and traffic Police should find ways in which optimal leadership would be maintained to minimize the occurrences of traffic offences and enhance compliance. Investment in the enhancement of leadership capabilities within the SACCO management teams would have a ripple effect to the drivers' behaviours towards compliance. The study suggests the cultivation of leadership values, strategic leadership and strong leadership cultures among the Matatu SACCOs in Nairobi County as a move to enhance the compliance level to traffic laws and regulations.

Suggestions for Further Research

Based on the scope of the study, it targeted a very unique section of the public transport sector which has been organized into a formal organizational setting through formation of Matatu SACCOs. The study cannot therefore be generalized into other sections of the transportation industry due to this unique characteristic and also since other public transport means are not organized into such formal groupings. It would be interesting to know how leadership aspects from other motorist groups such as private vehicle owners, corporate and government vehicles, and within other public transport segments influence the drivers' compliance to traffic laws and regulations. This study therefore suggests further research to be undertaken to assess this phenomenon.

The study was also limited in geographical scope to Nairobi County and can be generalized to the other counties in Kenya where nearly similar characteristics face the industry in terms

of compliance to laws and regulations. However, the findings of this study may not apply at the international level as the public transport sector in Kenya is unique to that of other countries and the sectors are governed from a unique sets of laws and regulations as well as operational atmosphere. This makes it hard to generalize the study findings into other countries, hence the study suggests a similar research study in other countries to assess this phenomenon within the countries unique public transport set-up so as to confirm or dispute the study outcomes and enhance clarity of the issues at hand.

The study also found an outcome that requires further clarification. One of the study findings was that there was a huge decline in the number of accidents and victims of slight accidents over the study period (2000 – 2016), but the significantly lower number of fatal and serious accidents both in the total accidents and total victims categories was observed to be increasing albeit at a low pace for over the period. The study was not able to link this outcome with the leadership aspect in the sector and neither was it able to determine the causes of this phenomenon. The study therefore suggests further studies to be conducted in a bid to assess the causes of this phenomenon and ways in which the increasing trend can be reversed so as to minimize the fatal and serious accidents in the country.

The study found a hint of the possibility that leadership values, leadership cultures and strategic leadership may have a relationship with the performance of SACCOs. Within the corporate aspects, leadership is one of the key performance determinants, but the same has not been fully understood within the Matatu sector as it has been informal in the recent past. The study therefore suggests further research to be undertaken in this sector to assess the impact of SACCO leadership on performance of the SACCOs.

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APPENDICES

Appendix I: Research Questionnaire (Matatu Drivers)

This questionnaire is designed to collect data on factors impeding behaviour change in compliance to traffic laws and regulations among public service vehicle drivers in Nairobi County. Kindly respond to all the questions honestly and to the best of your knowledge, the information will be used for academic purposes only and will be treated as confidential.

Section 1: Respondents Demographic

1. Kindly indicate your gender?
Male ☐
Female ☐
2. What is your age bracket?
Less than 18 Years ☐ 31 – 39 years ☐
18 – 25 years ☐ 40 – 49 years ☐
26-30 years ☐ 50 years and over ☐
3. What level of education have you achieved?
No Education ☐ Certificate ☐
Some Primary ☐ Diploma ☐
Primary ☐ Degree ☐
Partly Secondary ☐ Post graduate ☐
Secondary ☐
4. How long have you been a driver?
Less than 1 year ☐
1 – 3 years ☐
4 – 10 years ☐
More than 10 years ☐
5. How long have you operated within this SACCO?
Less than 1 year ☐
1 – 3 years ☐
4 – 10 years ☐
More than 10 years ☐

Section B: SACCO Leadership

6. How would you describe the leaders within your SACCO?
-
-
7. How have they impacted your behaviours in day to day life?
-
-
8. Have they ever made you change your way of thinking or doing things? How?
-
-
9. On a scale of 1-5, where would you rate your level of compliance to traffic rules and regulations? 1 (); 2 (); 3 (); 4 (); 5 ()
10. On a scale of 1-5, where would you rate the SACCO leaders on their abilities to influence your behaviours? 1 (); 2 (); 3 (); 4 (); 5 ()
11. Kindly rate your level of agreement with the following factors being observed among the SACCO leaders with 1 being no extent at all to 5 being very great extent.

	1	2	3	4	5
Our SACCO leaders 'lead by example'					
Our leaders have influence on our operations and behaviour within the roads					
We rely on the guidance of our SACCO leaders to know how to behave on the roads					
Our leaders tries a lot to convince us to comply with traffic rules and regulations					
It's our leaders who directs us on the kind of rules and regulations to break on the road					
The leadership from NTSA is ample to help us comply to traffic rules and regulations					
The leadership from KeNHA is ample to help us comply to traffic rules and regulations					
The police offers ample leadership to enhance our compliance to traffic laws and regulations					

12. What other comment would you make regarding the role of leaders in your compliance to traffic rules and regulations?

.....

.....

13. To what extent would you like rate your level of compliance with traffic laws and regulations?

No extent []

Low Extent []

Moderate Extent []

Great Extent []

Very Great Extent []

14. On a 5 point likert scale, kindly rate the level of compliance to the traffic laws and regulations within your Matatu Sacco related to:

	1	2	3	4	5
Speed governors					
Seat belts					
Wearing badges					
Indicating route details					
Retesting drivers every two years					
Displaying drivers photograph					
Ensuring seat belts are installed					
Having a management team					

15. Kindly rate how often you commit the following traffic offences per week in your areas of work. 1 = Never; 2=Seldom; 3=Moderately; 4=Regularly; 5=Frequently

How often do you commit these offences	1	2	3	4	5
Speeding					
Overlapping					
Failing to use seat belt					
Drunk driving					
Failing to give rights of way					
Driving on the pavements/overtaking on the wrong side					
Picking and dropping passengers in undesignated areas					
Overloading					
Not Wearing Badges & Displaying driver Details					
Playing loud music					

14. What ways can be applied to accelerate driver's compliance to traffic laws and regulations by the leaders in this sector?

.....

.....

.....

THANK YOU FOR YOUR PARTICIPATION

Appendix II: Research Questionnaire (Matatu SACCO Leaders)

This questionnaire is designed to collect data on factors impeding behaviour change in compliance to traffic laws and regulations among public service vehicle drivers in Nairobi County. Kindly respond to all the questions honestly and to the best of your knowledge, the information will be used for academic purposes only and will be treated as confidential.

Section 1: Respondents Demographic

1. Kindly indicate your gender?

Male ()

Female ()

2. What is your age bracket?

Less than 18 Years () 31 – 39 years ()

18 – 25 years () 40 – 49 years ()

26-30 years () 50 years and over ()

3. What level of education have you achieved?

No Education () Certificate ()

Some Primary () Diploma ()

Primary () Degree ()

Partly Secondary () Post graduate ()

Secondary ()

4. Have you ever been a driver?

Yes (); NO ()

5. How long have you been a leader in this matatu SACCO?

Less than 1 year ()

1 – 3 years ()

4 – 10 years ()

More than 10 years ()

6. How Many vehicles operates through your Matatu SACCO?

7. Has the number increased in the last 3 years? Yes (); No (); by what extent?

Section 2: Leadership Values within the Public Transport Sector

6. Briefly explain the leadership values observed within your SACCO. What is their role in the management of driver behaviours especially regarding their compliance to traffic rules and regulations?

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7. To what extent would you agree to the following statements related to leadership values in the transport sector? Please base your findings on the five point Likert scale where 1 presents no extent and 5 present's very great extent.

	Leadership Values	1	2	3	4	5
a.	We as SACCO leaders are guided by integrity, accountability and transparency in our day to day operations of our SACCOs					
b.	The SACCO leaders have positive moral principles which they applies to guide drivers					
c.	The SACCO leadership collaborates with the traffic police and other bodies to enhance driver compliance					
d.	Our SACCO leaders conducts themselves in such a way that drivers can emulate them					
e.	The SACCO leaders are loyal to the mission of the institution of enhancing compliance to traffic rules and show similar loyalty to the employees					
f.	The leaders are aware of the laws governing matatu sector and are competent in handling cases arising every now and then related to compliance to the laws					
g.	Top leadership adheres to the code of ethics and compliance policies as like other employees do					
h.	The leaders have a positive attitude towards the traffic laws					
i.	SACCO leaders considers it their responsibility whenever a driver commits an offence					

Section 3: Strategic Leadership in PSV Sector

11. As the leaders to PSV drivers, are they willing and ready to follow your directives?

Yes () No (); Please explain.....

12. How frequently are the following observations made regarding strategic leadership? Use a 5 point Likert scale where 1 represents Never and 5 represent very frequently:

	Strategic Leadership	1	2	3	4	5
a.	Our leaders make decisions based on strategic reasoning and preconceived plans					
b.	Our SACCO leaders have created a plan to ensure that there is compliance among all drivers					
c.	Our SACCO has set up disciplinary measures and organs that ensure all those who break the law are punished					
d.	The SACCO has created a mechanism for rewarding the drivers who best observes rules and regulations and has the least offenses					
e.	We as SACCO leaders create policies with close consultations with the drivers in a bid to ensure all rules and regulations are adhered to					
f.	Our SACCO considers that the compliance to traffic regulations is not our role to implement but rather a role of other stakeholders					
g.	We at times guide our drivers on ways of avoiding arrest whenever they break the law					
h.	Our SACCO has been intensively involved in creation of the rules and regulations governing the traffic sector					
i.	We have a long term laws compliance					

13. The statements below represents comments from a leader who has been involved in strategic leadership in their firm; to what extent do you agree with them? Use a 5 point Likert scale where 1 represents to no extent at all and 5 represent very great extent

	1	2	3	4	5
Our leaders take a great part in fostering internal stability within the SACCO					
The SACCO leaders are involved in building commitment on compliance to laws among the drivers					
Leaders in the SACCO offers motivation and mentorship to the drivers in terms of compliance to laws and regulations in the sector					
Leaders have a great influence on all employees					
The SACCO leaders take decisive actions whenever the need for decision making is required					
The compliance decisions aligns to our organizational needs and future plans					
Our leaders have created an enabling culture for compliance to laws					
Our SACCO leaders have set aside sufficient resources to support compliance in the institution					

14. Kindly explain the strategic leadership practices among the leaders in the SACCO and how these influence compliance to traffic rules among the drivers?
-
-
-
-

Section 4: Leadership Culture and compliance to Rules and Regulations

15. Kindly explain the extent to which the following observations made regarding leadership culture your SACCO on a 5 point Likert where 1 represents No Extent and 5 represent Very Great Extent:

Leadership Culture	1	2	3	4	5
The SACCO leadership's beliefs, values, attitudes, ideologies, practices, and customs are directed to support of compliance to laws					
Employees are loyal to the SACCO goals on compliance set by the leadership					
The leaders in the SACCO are given power to offer directives on compliance issues					
The SACCO has clearly defined role requirements and boundaries of authority reducing the hindrances to compliance					
The drivers are motivated to be creative, adaptable and flexible in their quest of ensuring compliance					
The SACCO has created a strong belief in the mission of acquiring compliance					
The leaders in our SACCO supports all drivers in ensuring compliance by offering them training and awareness on laws					
The SACCOs offers the employees a safe and non-political work environment					
The SACCO leadership is greatly committed to ensuring personal growth and development among the drivers					

16. Kindly explain the leadership culture observed within your SACCO and how it relates to drivers' compliance to laws

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.....

.....

.....

.....

Section 5: Level of Compliance to Traffic Laws

9. Are you as a leader able to comply with all traffic rules and regulations within the sector?

Yes () No ()

15. Kindly rate your level of agreement with the following statements related to the leadership and compliance to traffic rules and regulations where 1 represent “no extent at all” and 5 represent “very great extent”:

Level of Compliance	1	2	3	4	5
Mechanism are in place to ensure all the drivers are able to comply with rules and regulations in the sector					
There are deterrent methods that ensure the drivers compliance					
Our position as leaders in this sector doesn't involve enforcing compliance to rules and regulations at all					
Our drivers have been able to implement the leaders guidelines within our institutions and have been able to comply with the rules and regulations in the sector					

16. To what extent have the leaders inspired compliance to traffic rules and regulations among the drivers in Nairobi County?

To a very great extent ()

To a great extent ()

To a moderate extent ()

To a low extent ()

To no extent at all ()

17. Kindly rate the level of compliance among PSV drivers in your SACCO to rules and regulations in the transport sector.

Very high level of compliance ()

High Level of Compliance ()

Moderate level of compliance ()

Low level of compliance ()

No level of compliance ()

THANK YOU FOR YOUR PARTICIPATION

Appendix III: Interview Guide (Traffic Directorate/ County Transport
Department/NTSA/KENHA)

1. What is the status of compliance to traffic laws among the Matatu drivers in Nairobi county
2. Has the rate of complaints received on misconducts of drivers in the recent past shown improved changes?
3. How has the creation of Matatu SACCOs been influential in driving compliance within the sector?
4. How do you as the sector compliance enforcement team been relating with the SACCO leaders. Are the leaders able to influence their drivers and enhance compliance?
5. To what extent would you say the drivers have been influenced to comply with traffic laws by the leaders within the Matatu SACCOs.
6. What are the observed leadership factors that have influenced compliance to traffic laws?

Appendix IV: Interview Guide (Matatu Owners Association)

1. What is your opinion regarding the enactment of laws enforcing creation of Matatu SACCOs in the transport industry?
2. Have the Matatu SACCOs been able to undertake their mandates diligently?
3. As a stakeholder in these SACCOs, what qualifications are required for one to be a leader in the SACCO?
4. How influential are the leaders towards the drivers' compliance to traffic laws?
5. Do you feel the leaders in the SACCOs are able to reduce the high levels of non-compliance to laws? Why?
6. What ought to be done to enhance the Matatu SACCO leadership? What are the challenges towards achieving this?

Appendix V: PAC Letter of Introduction

29th June, 2017



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enquiries@pacuniversity.ac.ke,
admissions@pacuniversity.ac.ke
www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: PAMELA M. TUTUI REG. NO. MALD/6286/15

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing Master of Arts in Leadership.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is **"Leadership Factors Affecting Compliance to Traffic Laws among Public Service Vehicle Drivers in Nairobi County"**

We therefore kindly request that you allow her conduct research in your organization.

Warm Regards,

Lillian Vikiro

Dr. Lillian Vikiro
Registrar Academics

PAN AFRICA CHRISTIAN UNIVERSITY

P. O. Box 56875, NAIROBI - 00200.

TEL: 0561820 / 8561945 / 2913143

29th June, 2017

Where Leaders are made

Appendix VI: Certificate of Correction



Pan Africa Christian University
P.O Box 56875-00200
Nairobi, Kenya
Tel: +254 721-932050/734-400694
Website: www.pacuuniversity.ac.ke

CERTIFICATION OF CORRECTION OF THESIS PROPOSAL

PART I: RELEVANT DETAILS OF THE THESIS

Department: Leadership... **Degree Title:** Masters of Arts in Leadership.....

Candidates' Name: Pamela M Tutui... **Registration No.:** MALD/6286/15..... **Signature:**

Date of Oral Defense:26/4/2017.....

Title of Thesis: ...Leadership Factors Affecting Compliance to Traffic Laws Among Public Service Vehicle Drivers in Nairobi County.....

PART II: DECLARATION BY SUPERVISOR(S) AND THE REVIEWER(S)

I / we, the undersigned do hereby confirm that I / we have closely looked at the corrections as instructed by the Post Graduate Defense Committee and I / we do hereby certify that **ALL** the corrections have been effected as agreed.

NAME: Dr. Joy Mindo _____ **SIGN:** **DATE:** 29-06-2017
(SUPERVISOR)

NAME: Dr. Ruth Kamunyu _____ **SIGN:** **DATE:** 29/6/2017
(SUPERVISOR)

NAME: Dr. Calvin Githinji _____ **SIGN:** **DATE:** 29/6/17
(REVIEWER)

PART III: CONFIRMATION BY GRADUATE SCHOOL

Confirmed that the Supervisor and Reviewer appointed to oversee the corrections have done so as per the Instructions of the Post Graduate Committee

NAME: Dr. Kihika Kiambi _____ **SIGN:** **DATE & STAMP:** 28/6/2017
Dean, Graduate School

The Leadership University of Choice

Appendix VII: NACOSTI Research Permit

THIS IS TO CERTIFY THAT:
MS. PAMELA MWIKALI TUTU
of PAN AFRICA CHRISTIAN UNIVERSITY,
0-0 Nairobi, has been permitted to
conduct research in Nairobi County
on the topic: **LEADERSHIP FACTORS
AFFECTING COMPLIANCE TO TRAFFIC
LAWS AMONG PUBLIC SERVICE VEHICLE
DRIVERS IN NAIROBI COUNTY**
for the period ending:
7th July, 2018

Permit No : NACOSTI/P/17/22824/18126
Date Of Issue : 10th July, 2017
Fee Received : Ksh 1000


PAMELA
.....
Director General
National Commission for Science,
Technology and Innovation