

**INTERNAL FACTORS INFLUENCING SERVICE DELIVERY IN KITUI COUNTY  
GOVERNMENT**

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**A Research Project Submitted in Partial Fulfillment of the Requirements for the Award  
of the Degree of Master of Business Administration (Strategic Management) of  
South Eastern Kenya University**

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## DECLARATION AND APPROVAL

### Declaration by Student

I understand that plagiarism is an offence and I therefore declare that this project is my original work and has not been presented to any other institution for any award.

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## **DEDICATION**

This research study is dedicated to my lovely family.

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## **LIST OF ABBREVIATIONS**

<b>ANOVA</b>	:	Analysis of Variance
<b>ASAL</b>	:	Arid and Semi-Arid Land
<b>CECM</b>	:	County Executive Committee Member
<b>CEO</b>	:	Chief Executive Officer
<b>CIDP</b>	:	County Integrated Development Plan
<b>CO</b>	:	Chief Officer
<b>COB</b>	:	Controller of Budget
<b>COG</b>	:	Council of Governors
<b>CRA</b>	:	Commission for Revenue Allocation
<b>FBOs</b>	:	Faith Based Organizations
<b>GOK</b>	:	Government of Kenya
<b>G.P</b>	:	Government Printer
<b>HRM</b>	:	Human Resource Management
<b>ICT</b>	:	Information Communication Technology
<b>KNBS</b>	:	Kenya National Bureau of Statistics
<b>MBA</b>	:	Master of Business Administration
<b>MCA</b>	:	Member of County Assembly
<b>NGOs</b>	:	Non-Governmental Organization
<b>RBV</b>	:	Resource Based View
<b>SD</b>	:	Standard Deviation
<b>SPSS</b>	:	Statistical Package for Social Science
<b>UHC</b>	:	Universal Health Care
<b>USA</b>	:	United States of America

## DEFINITION OF TERMS

- Leadership style** : This is the ability of leading an organization or a government through high level of management in order to achieve the challenging goals and attain the organization/government objectives. (Ozgur & Mustafa, 2020).
- Organizational Culture** : This is basic organizational values and behaviors that enable a competitive, social and psychological environment of an organization. It involves all collective organizational beliefs and principles that guarantee the quality of products and/or services through innovation and appropriate management styles (Staras, 2013).
- Organizational Structure** : Defined as how strategic duties and responsibilities are allocated within an organization including coordination, supervision and evaluation of activities with an aim of attaining the organization objectives (Mosud & Irene, 2018).
- Service delivery** : The process through which a service reaches to the public and it involves the flow of activities and feedbacks. The public evaluate the service they receive from government based on the actual/operational services (Onyoni & Kavale, 2018).
- Service delivery framework** : Is defined as a set of management principles, administration standards, guidelines and policies; and constraints used as basic roadmap to follow in innovating, designing, development, implementation, monitoring and evaluation of service delivery (Harvey, 2015).
- Stakeholders** : Is defined as groups and individuals that have an interest in the actions and outcomes of an organization and upon whom the organization relies to achieve its own objectives (John & Janine, 2012).
- County public service** : Is defined as the collectivity of all individuals performing functions within any department of the County Government or its agency, but does not include Governor, Deputy Governor, Members of County Executive Committee and

Members of the County Assembly (County Government Act, 2012).

- Chief Officer** : Means a person appointed by the County Governor with the approval of the County Assembly to administer the County Department responsible for financial affairs (Public Finance Management Act, 2012).
- County Public Officer** : Defined as any person appointed by the County Government and holding or acting in any County public office whether paid or unpaid, or on contractual or permanent terms (County Governments Act, 2012).
- County Council** : Defined as a legal entity that provides public services to its people within the territory where it exercises jurisdiction, but it is also a democratic institution which from the decision point of view, is governed by a council with representatives elected by people who are accountable to their constituents (Tindal, 1977). Where the jurisdiction lies within a Municipality, the governing body changes to Municipal Council.
- County Revenue** : Means all money derived by or on behalf of a County Government from levies, rates, fees, charges or any other source authorized by the Constitution or an Act of Parliament (Public Finance Management Act, 2012).
- Regulator** : Defined as a person or organization whose job is to control an activity or process and make certain that it operates as it should (Bhaskara, 2013).
- Cultural norms** : Cultural Norms shared expectations and rules that guide behavior of people within social groups. They are learned and reinforced from all key players in the society who include the work colleagues, family, friends, teachers and others while growing up in a society (Costanza & David, 2015).

## ABSTRACT

Kenya is among the developing third world countries. The country adopted devolved administration in 2013 with an aim of giving powers of self-governance to the people and promoting social and economic development. For effective service delivery, County governments develop a service delivery framework which is guided by the County Administration through public participation. Kitui County has prioritized Universal Health Care, Food and water, Wealth creation, Education and youth development and Women empowerment as the key service delivery pillars. According to Infotrack Kenya (2020), the County was ranked position 25/47 with 58.5% in 2015 and position 29/47 with 51.2% in 2016 on the performance of devolved functions. With the introduction of devolution, County governments have witnessed management and administration challenges in public service due to increased demand and expectations from the citizens. The objective of the study was to determine the extent to which internal factors influence service delivery in the Kitui County Government. The specific objectives of the study were to establish the influence of leadership style, resource allocation, organizational culture and organizational structure on service delivery in the Kitui County Government. The study is based on institutional behavior and the extent of service delivery resilience as anchored in the Institutional Theory by Meyer and Rowan (1977), the three step change model as discussed by Kurt Lewin (1951) in the Force Theory of Change, Resource Based Theory by Wernerfelt (1984) and the Culture Web Model by Johnson and Scholes (1992). The study adopted a descriptive research design and the target population was 303 respondents. This research study employed stratified random and simple random sampling methods to establish the study sample. For effective data collection, the study was based on primary data which was both qualitative and quantitative. The data was collected through questionnaires and analyzed using Statistical Package for Social Science (SPSS) version 22. The analysis involved descriptive and inferential statistics. Data was presented in form of frequency tables for easy interpretation. Regression analysis was employed to establish the relationship between the variables. The R squared value is 17.7% which measured the extent of variability of service delivery as predicted leadership style, organizational structure, organizational culture and resource allocation. The F-value of 4.345 is more than the confidence level 0.05 hence rejected the null hypothesis and concluded that there is significant relationship between the variables. The study established that leadership style, organizational structure, organizational culture and resource allocation significantly affect the quality of services delivered by the County government. From the study, it was established that resource allocation is a key factor in service delivery with seventy seven point nine percent, a finding consistent with Karama and Muia (2019) where they found out that financial resources had significant and positive effects on devolved service delivery in Kenya. The study concludes that the County government has adopted autocratic and democratic leadership styles, implemented the constitutional structure, adopted a constitutional culture and invested on good planning procedure for effective service delivery. The study recommends that the County management adopts strategic leadership style, does rebranding of the County symbols, makes lean the management structure and motivates the employees for enhanced service delivery. The study further recommends for more involvement of citizens in governance to maximize utilization of the available resources.



## **CHAPTER ONE**

### **1.0 BACKGROUND OF THE STUDY**

#### **1.1 Introduction**

This chapter explains the background of the study, problem statement, general study objective, specific study objectives, study questions, significance of the study, limitation and delimitation, scope and definition of operational terms of the study.

#### **1.2 Background of the Study**

According to Harvey (2015), Public service delivery is the act of public administration to contact the citizens to provide data which is used to deliver their affairs in line with their duties. The key deliverables of any government include health, security and education services. Developed and developing third world countries are adopting devolved administration for improvement of efficiency in the delivery of government services to the citizens (Krishnan, 2014). The devolved way of delivering services has continued to gain attention from investors, governments, policy makers and practitioners interested in the government operations.

The introduction of devolved government system in the public domain, delivery of services has drastically changed; decreasing turn-around time, making fund transfers more effective, improving revenue collection and enhancing management of human resource at the devolved units (Zairi, 2019). Governments across the world have witnessed management and administration challenges in public service due to increased demand and expectations from the citizens. For effective service delivery, any government must develop a service delivery framework which is guided by principles, policy and management standards (Gidisu, 2012). The framework gives the basic component of the relationship between the government and the citizen. Many developed countries have improved their operations for timely and effective service delivery to meet increased citizens' expectations (Osborne, 2020).

Service delivery framework is a set of management principles, administration standards, guidelines and policies; and constraints used as basic roadmap in innovating, designing, development, implementation, monitoring and evaluation of service delivery (Harvey, 2015). The developed countries have made significant milestones in delivering quality and reliable services to the public. The United States of America has invested heavily in services delivery to the public which include health and security (Frank, Emanuel & Vincent, 2022).

Gurtoo and Williams (2015) stated that Service delivery is the process through which a service reaches to the public and it involves the flow of activities and feedbacks. The public evaluate the service they receive from government based on the actual/operational services. African countries' level of service provision is better in the private as compared to the public sector (Bhaskara, 2013). This is because the public sector has concentrated on non-basic and unexpressed needs, while also performing poorly on priority setting, allocation and distribution of resources, transparency and accountability (Zairi, 2019). Governments across the globe are experiencing high expectations from their citizens based on political promises made during campaign periods and challenges brought about by the constantly changing environment. This calls for governance knowledge and management skills to guide the development of any country (Amin, 2013).

Service delivery is composed of leadership style, organizational culture, organizational structure and resource allocation. Leadership style is the ability of leading an organization or a government through high level of management to achieve the challenging goals and attain the organization/government objectives (Osborne, 2020). Developing countries in Africa are not able to offer adequate and quality services to the public due to economic factors and political instability issues which result to misuse of the scarce resources (Gichoya, 2005). Due to inadequate administration, a huge number of countries have advocated for decentralization as a key factor to drive service delivery agenda especially in maximizing utilization of the available resources to improve the quality of services offered to the public (Frank et al., 2022).

Organizational Structure is how strategic duties and responsibilities are allocated within an organization including coordination, supervision and evaluation of activities with an aim of attaining the organization objectives (Bhaskara, 2013). In Nigeria, the citizens are constantly protesting due to the deficiency of public services. Despite having high revenue from petroleum products, the country struggles to offer basic public services as a result of mismanagement. The effects of the mismanagement are more on the average citizens since a great majority are unable to cater for their basic needs (Sarisar, 2015). Organizational culture refers to the basic organizational values and behaviors that enable a competitive, social and psychological environment of an organization. It involves all collective organizational beliefs and principles that guarantee the quality of products and/or services through innovation and appropriate management styles (Bhaskara, 2013).

Since their creation in Kenya, the County governments have experienced many challenges in the process of delivering services to the public (Maina, 2013). The challenges revolve around factors such as County leadership style, availability of resources, County organizational culture and County organizational structure. Service delivery is also affected by strategic factors which are based on the County governments' key objectives (Mbiya, Egessa & Musiega, 2014). The strategic factors include the service delivery planning, leadership style, strategic orientation and environmental influence by the National government. According to Maina (2013), the services frequently delivered by the County governments are considered ineffective due to lack of coordination between the government and other stakeholders and unprofessionalism which results to significant mismanagement of public resources.

Under the Constitution of Kenya 2010, majority of National government responsibilities were fully transferred to the Forty Seven County administrations. The devolved functions include: agriculture; County health services; control of air and noise pollution, other public nuisances and outdoor advertising; sports and other cultural activities, public entertainment and amenities; County transport including infrastructure; animal welfare and control; markets, tourism and cooperatives development and regulation; County statistics and physical planning and development; pre-primary education, village polytechnics, homecraft centres and childcare facilities; implementation of specific national government policies on natural resources and environmental conservation; County public works and services; firefighting services and disaster management; control of drugs and pornography; and ensuring and coordinating the participation of communities and locations in governance at the local level and assisting communities and locations to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level (Constitution of Kenya, 2010).

County governments have a responsibility to ensure that the provision of public services is to a satisfactory level. The constitution of Kenya 2010 gives operational guidelines and frameworks for the delivery of services in the devolved units. Article 6 of the constitution divided the Country into 47 Counties to ensure that public services are more efficient and closer to the citizens. It further states that a National state organ has a responsibility to ensure reasonable access to its services in all parts of the republic, so far as it's appropriate to do so having regard to the nature of service (Constitution of Kenya, 2010). County governments were established based on the former administrative and geographical regions following

promulgation of the 2010 constitution. According to article 185, the mandate of devolved governments includes County Legislation. Article 183 outlines the basic functions of the County Executive Committee in relation to the fourth schedule which include managing and coordinating the functions of the County administration (Constitution of Kenya, 2010). In addition, the central government can transfer functions to the County governments through articles 187 and 189(2).

### **1.2.1 Profile of Kitui County**

Kitui is a County in the lower eastern region of Kenya formerly under Eastern Province and was established in 2013 among other 46 counties. The County has an estimated population of 1.136 Million and growth rate of 2.1 % (Kenya National Bureau of Statistics Census 2019) and an area of 30,430 km<sup>2</sup>. The County borders seven other Counties and is divided into Eight (8) Sub Counties, Forty (40) Wards and Two hundred and Forty Seven (247) Villages. The County administration is overseen by the County Assembly which comprises of 40 elected and 14 nominated Members of the County Assembly (MCAs) (County Government of Kitui, 2018).

The Vision for the County Government of Kitui is to be a prosperous County with vibrant rural and urban economies whose people enjoy a high quality of life and a mission to provide effective County services and an enabling environment for inclusive and sustainable socio-economic development and improved livelihoods for all (Kitui CIDP, 2018). Kitui County is among the Arid and Semi-Arid (ASAL) counties which experience low level of rainfall and relatively high rate of poverty as 63.1 % live below the poverty line compared to the national average of 45.9 % in 2019 (Kenya National Bureau of Statistics Census 2019).

Kitui County, like any other County is headed by a Governor. The Governor's administration comprises of ten ministries which provide support in delivering on the key pillars of Health Care, Food and water, Wealth creation, Education and youth development and Women empowerment. The County has made significant milestones in service delivery with Ndengu revolution and the introduction of Universal Health Care (UHC) for 85,000 households. In ensuring smooth management of human resource, the County Public Service Board employs and promotes workers and exercises disciplinary control over the County public service as well as providing advisory on human resource matters to the County executive (County Government of Kitui, 2018).

### **1.2.2 Service Delivery in Kitui County**

Counties are mandated by the Constitution of Kenya 2010 to deliver on the devolved functions. They however have autonomy on budgeting and setting of priorities to address their specific concerns given the differences in terms of economic development, climatic conditions and population. The Kitui County government has followed laid down procedures to ensure efficient service delivery to the people of Kitui. Before the start of a financial year, the government conducts public participation in all Wards to collect information on the people's priorities using the need-based approach. The priorities are incorporated in the annual estimates and vetted by the County Assembly.

Every County ministry is required to execute the approved projects, all of which pass through public participation, once resources are made available (Public Finance Management Act, 2012). Service delivery is influenced by a number of factors which include County culture, County management structure, resource allocation and leadership style. Other aspects include political interference, corruption and climatic changes. The County has prioritized Universal Health Care, Food and water, Wealth creation, Education and youth development and Women empowerment as the key service delivery pillars. According to Infotrack Kenya (2020), the County was ranked position 25/47 with 58.5% in 2015 and position 29/47 with 51.2% in 2016 on the performance of devolved functions.

The County has made significant strides in service delivery to the public in line with the five key manifesto pillars. 85,000 households have been covered under Universal Health care (UHC), 240 ECDE centers have been constructed, grading of roads at 150 Kilometres per Ward per year, drilling and equipping of 39 boreholes, rehabilitation of 46 more boreholes, construction of 11 and rehabilitation of other 46 earth dams, distribution of 3650 Metric Tonnes of seeds and 10,000 Litres of pesticides (CIDP Review Paper, 2020).

### **1.3 Statement of the Problem**

Noticeable inefficiencies have been witnessed in the delivery of devolved government functions especially in the developing countries. Public service is faced with myriad of challenges which include shortfalls in administration, corruption, unstable political climate, un-friendly working environment, poor management systems, insufficient financial resources, tribalism, nepotism, ineffective management procedures and practices among others (Chepkonga & Nyaga, 2019). Past studies have identified misappropriation of resources as a major factor influencing service delivery. Clients and stakeholders are constantly

complaining about the deficiency of government services (Munga, Momanyi & Omari, 2021).

Nasieku, Cheronno and Muriiki (2021), stated that service delivery is one of the most important factors that contribute to the creation of confidence by the public on any government. They argued that the public raised concerns on the long queues in the service delivery points, poor service delivery and insufficient physical facilities. Wrangles in the leadership of a County government may lead to delayed delivery or non-provision of devolved services. This is witnessed especially when the County Assembly led by the Speaker and the County Executive led by the Governor are not working in cooperation.

Further, the National government has also contributed to ineffective service delivery in Counties through delayed release of required resources to finance devolved functions thus making revenue allocation and disbursement of funds by the central government a key factor in service delivery (Onyoni & Kavale, 2018). The basic assumption has been that the central government may not be fully supporting the transfer of functions to the County governments resulting to unwarranted frustrations. Due to the foregoing, the County management has shifted focus from offering quality leadership towards provision of devolved services in the Counties to engaging with the National government through various initiatives for purposes of protecting devolution (Semente & Muronga, 2021).

Consequent to devolution, County governments have significantly become the avenue for the delivery of government services which has now made resource allocation an important factor in government performance. County governments in Kenya have developed different mechanisms to address the internal factors influencing service delivery to the citizens in order to improve on efficiency. Within the County, service delivery concerns included corruption, unstable political climate, inappropriate leadership style, inadequate resources, poor cultural practices and ineffective management structure (Nasieku *et al*, 2021). These factors have affected the effectiveness and efficiency of public service. Kitui County was especially affected by leadership change in 2017 where a new organizational structure was established before effective service delivery structure was in place. The County is also faced with financial challenges due to insufficient allocation from the National government and poor performance in local revenue collection (Simon, Alala & Janet, 2019).

Among the key objects of devolution in Kenya were to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya; ensure equitable sharing of national and local resources; enhance checks and balances and the separation of power; and to enhance the participation of the people in the exercise of powers of the state and in making decisions affecting them (Constitution of Kenya, 2010). It was thus expected that Counties would enhance the delivery of public services to the citizens.

Since the establishment of the two levels of government, no specific scholar has investigated the relationship between the internal factors and service delivery specifically in Kitui County. This research will study the influence of internal factors on service delivery in the public sector focusing on the Kitui County Government hence answer the question; what influence do internal factors have on service delivery in Kitui County?

## **1.4 Research Objective**

### **1.4.1 General Objective**

The objective of the study is to determine the influence of internal factors on service delivery in the Kitui County Government.

### **1.4.2 Specific Objectives**

- i. To establish the influence of leadership style on service delivery in the Kitui County Government.
- ii. To determine the influence of resource allocation on service delivery in the Kitui County Government.
- iii. To establish the influence of organizational culture on service delivery in the Kitui County Government.
- iv. To determine the influence of organizational structure on service delivery in the Kitui County Government.

## **1.5 Research Questions**

- i. What is the influence of leadership style on service delivery in the Kitui County Government?
- ii. How does resource allocation influence service delivery in the Kitui County Government?

- iii. What is the influence of organizational culture on service delivery in the Kitui County Government?
- iv. To what extent does organizational structure influence service delivery in the Kitui County Government?

### **1.6 Significance of the Study**

The study findings will have impact on the management of the County governments, policy makers at National and County governments and scholars. The study findings will enable Counties in Kenya to understand internal factors influencing the level of service delivery. The County governments will be in a better position to address any gaps within management and policy implementation levels.

The recommendation of the study will assist policy makers in both National and County governments on issues governance. Policy makers include the Council of Governors (COG), National and County Assemblies, Controller of Budget (COB) and any other stakeholder in the devolved system of government. The Council of Governors and National government shall develop policies based on the study findings for successful management of counties in the effort to ensure that the common citizen receives intended services. The findings of the study shall be of great use to the Commission of Revenue Allocation (CRA) in monitoring the effects of the formula used in revenue sharing.

The findings of the study shall contribute to the theories on service delivery in the public sector and specifically under the devolved system of government. The study findings will form empirical literature on internal factors influencing service delivery in Kenyan counties. Moreover, this study can be used as basis to stimulate further research on various aspects of public service.

### **1.7 Scope of the Study**

The study was based on all ministries within the Kitui County Government considering County leadership style, allocation of resources, organizational culture and organizational structure as key internal aspects influencing the level of service delivery by the County Government. The County is managed through departments in line with their core mandates in service delivery. The population of the study will include all levels of management from Executive to operational officers and data will be collected by use of questionnaire.



## **1.8 Limitations**

Counties have unique characteristics based on different political, climatic, economic and demographic conditions. The study findings may therefore not apply uniformly on all counties in Kenya.

The respondents were not free to divulge sensitive information on themselves or their positions hence the tendency to remain neutral on some study questions.

Limited sources of the information on devolved system of government resulting to major use of the constitution of Kenya 2010, County Government guidelines and Act of 2012.

### **1.8.1 Delimitation**

The study was carried out within Kitui County considering those officers with strategic roles of ensuring smooth and effective service delivery. The County ministries and departments are hierarchical with the office of the Governor providing general direction. The study mainly dealt with managers given that they are responsible for strategic issues within the County.

Within the County governments, there are many internal factors which limit the effectiveness of service delivery but not limited to the County management structure, culture, resource allocation and leadership style.

## **1.9 Assumptions**

The study assumes that the information obtained from the County employees will present true and fair view of the management and operational status of the County government. The study also assumes that County management is guided by the Kenya Constitution 2010 and follows the guidelines issued by the National government, Council of Governors and any other regulator of the devolved system of government in Kenya.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter gives the theoretical framework which entail the related theories on service delivery within public sector. Empirical review gives the past studies which are related with the objective of the study. Conceptual framework will give the relationship between the dependent and independent variables of the study. Research gap presents the uniqueness of the study.

#### **2.2 Theoretical Review**

The study is based on the service delivery where institutional theory, Kurt Lewin's force theory of change, resource-based view theory by Wernerfelt and the culture web model by Johnson and Scholes were considered as relevant due to their contribution on the study variables.

##### **2.2.1 Institutional Theory**

The theory was derived by Meyer and Rowan (1977) and is based on the institutional behavior and the extent of the service delivery resilience. The theory explains the organizational normative of innovation, developing and determining the institutional standards on service delivery and the tendency of any person to establish the risk perception against their inter-personal values. The norms are related to the operational activities and the resources available in providing economic stability and promotion of social life for the organizational employees and stakeholders. For effective management of institutions, several types of activities are associated with the maximization of the available resources through fair distribution for meaningful life of the public hence providing economic stability and improved livelihoods (Meyer & Rowan, 1977).

The theory gives an association of institutional activities which are transferred in different carriers of symbolic systems to promote service delivery. This is attributed to the organizational systems, work routines and culture which determine the level of service delivery jurisdiction from the international level to personal contributions and to the institution goals. According to the theory, an institution experiences dynamic change, both incremental and discontinuous, subject to the delivery processes (Meyer & Rowan, 1977).

The study is targeting organizational structure, on which the theory is based. It considers organization working structures and processes which include the working rules and regulations, schemes of work established under the authoritative rules and guidelines for social behavior from the management. The theory explains how service delivery strategies are made effective, disseminated and adopted by the County administration and the staff. The County development plans that inform the county structure and allocation of resources are developed and implemented within a defined period of time as guided by the constitution of Kenya 2010 and other relevant legislations (Constitution of Kenya, 2010).

### **2.2.2 Kurt Lewin's Force Theory of Change**

The theory was established by Kurt Lewin (1951) who developed a three-step change model. The basic objective of the model was to assist in implementing services within the public sector. Kurt Lewin as a scientist indicated that organizational performance behavior is a very dynamic working force which gives an opposing direction. The working forces facilitate and motivate the leadership style and employees to the expected goals. In many organizations however, restraining forces are experienced making the leadership style to operate in the opposite direction.

In this regard, the operating forces are examined by the Lewin's three-step model which assists in maintaining equilibrium on the management shift within the organization. The first step is to unfreeze which involves the process of changing the leadership style and employee behavior from the existing norms and work behaviors. This is attained by introducing management forces and strategies affecting the current behavior which directs the management in achieving the service delivery targets. County governments have introduced some activities like motivating the management and employees, building significant trust and employee recognition and embracing participation of staff in problem identification and solution generation.

According to Lewin (1951), the second step in the process of changing behavior is movement in which the change targets are promoted to next management level of equilibrium. In this stage, the management can introduce three aspects to promote the behavior change in service delivery. The three aspects include the action of employee persuasion to understand that status quo may be of no importance to them and motivate them to approach the organizational challenges with a different perspective, embrace team work in the quest for new, related information and link their views in a well-defined way.

The third step is refreezing after the first two steps have been achieved. In this stage, the management needs to be strategic enough for the change to be sustainable through a certain period of time. In most cases, there is a high probability that the change will be short lived with the employees retaining the original equilibrium, effectively eroding gains achieved through the change process. The theory is based on the actual integration of the innovative management values into the organizational values as well as community values and traditions. The main objective of this stage is to stabilize the new established equilibrium as a result of the other two stages on both driving and the restraining organizational forces. Lewin's third step in implementation of service delivery is enforced through introduction of innovative patterns and institutionalizing of policies and procedures.

The theory is relevant in the study since County leadership have the mandate of transforming management and employees' behavior from the defunct local authorities' practices to the productive norms as guided by the devolution framework, policies and guidelines. The policies are geared towards realization of the community expectation in all sectors of public service. The Municipal and County councils were characterized by management incompetency, employee ignorance, service delivery negligence and inefficiency. To address these challenges, various policies and guidelines have been developed considering the spirit of devolution as intended by the Constitution of Kenya 2010.

### **2.2.3 Resource-Based View Theory**

The Resource- Based View (RBV) theory was developed by Wernerfelt (1984). The theory is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. This approach analyzes and interprets resources of the organization to understand how organizations achieve sustainable competitive advantage. RBV emphasizes on an inside-out approach for organizational analysis as a theory considering organization as a bundle of resources. It underscores that organizational difference exists because of these resources and the manner to combine them. This theory, thus, stipulates that the analysis of the organization starts from its internal environment to developing tools to investigate the position of companies associated with the resources used by them (Wernerfelt,1984).

According to Wernerfelt (1984), firms possess resources, a subset of which enable them to achieve competitive advantage, and a subset of those that lead to superior long-term performance. Resources that are valuable and rare can lead to the creation of competitive

advantage. That advantage can be sustained over longer time periods to the extent that the firm is able to protect against resource imitation, transfer or substitution. In general, empirical studies using the theory have strongly supported the Resource-Based view as a management theory that explains the firm as a bundle of resources. Basically, the theory focuses attention on an organization's internal resources as a means of organizing processes and obtaining a competitive advantage. It is an organizational perspective/view that structures the company through a set of physical and intangible resources (Wernerfelt, 1984).

The study is a County perspective considering resource allocation as a key factor influencing service delivery where a set of physical and intangible resources are utilized for delivery of services to the public. This perspective proposes that competitiveness of Kitui County depends primarily on the application of a bundle of valuable tangible or intangible resources at the County disposal. The theory essentially argues that a competitive advantage of a County stems from a set of tangible and intangible resources at its disposal. The theory also offers valuable insights into the role of human capital in building organizational competitive advantage as supported by Barney J (1991).

#### **2.2.4 The Culture Web Model**

Johnson and Scholes in 1992 developed the cultural web model with an aim of illustrating and defining the paradigm and culture within the organization. The cultural web is a means to investigate the various aspects of an organization and how these aspects influence people's experiences while working with them. In addition, it is also a tool that helps explore power structures that exist within an organization, collective history of an organization and the how behaviors or rituals are formed in the organization. According to Johnson and Scholes (1992), the cultural paradigm forms the basis of the cultural web which influences the organization's core beliefs and values. The web is by six cultural influences; stories and myths, rituals and routines, symbols, organization structures, power structures and control systems.

Stories and myths are described as those historical events of the organization where employees continually discuss these stories and keep them alive. These stories are based on famous events or personalities that are often talked about, both inside and outside the organization whether they are true or not and they communicate much about an organization values, culture and behaviors that the organization encourages or discourages (Johnson & Scholes, 1992). Johnson and Scholes (1992) describe rituals and routines as those activities, actions and behaviours which are frequently undertaken in the organization. They speak to

the way the organization likes to handle things and are often unwritten rules about the conduct of the organization core values. Rituals and routines also signify the expectations about behaviours which employees are expected to incur on a day-to-day basis.

Johnson and Scholes (1992), describe symbols as those elements which visually represent the organization and recognizable expressions of the organization. The symbols include logos, office buildings, corporate identity, dress code and advertisements which are defined as branding process. The symbols define how stakeholders within and outside the organization perceive an organization through its visual elements. Johnson and Scholes (1992), describe power structures as those elements which hold the real power in the organizational frameworks which include both formal and informal influences of the organization. The stakeholders who have decision making power in the organization are ultimately the ones who influence the organization's core beliefs, assumptions and ideas. Whether it's an individual, one department or a group of executives holding the real power are actually the ones defining the strategic decisions and operations of the organization.

Johnson and Scholes (1992), defines organizational structures as the hierarchical compositions of the organization and essentially go hand in hand with organizational structures. The structures defines the roles, reporting lines and the ways through which the business flows in the organization. They also define the lines of responsibility and accountability and also determine what functions each of the roles carry out in their own capacity. Organizational structures can be informal and unwritten especially in the context of how these structures are affecting people from marginalized groups defined by race, ethnicity, geographical location, disability and gender.

Johnson and Scholes (1992), defines control systems as the ways through which an organization exercises its controls like Information Technology and financial systems, quality assurance systems, positive reinforcements or negative punishments. The controls are significantly related to performance management and shapes how an organization evaluates its employees on the quality and quantity of their work and appraise whether employees are succeeding in their given roles.

The Cultural Web is used to look at organizational culture as it is, how it should be and then to identify the differences between the two. These differences are the changes needed to achieve the high-performance culture that an organization requires. The model is relevant in

the study since it analysis organizational culture where the elements are among those considered by the study to influence service delivery in the County Government of Kitui. It provides insights towards building a high performance culture recommended for improvement of service delivery in public sector.

### **2.3 Empirical Review**

The empirical review for the study is based on past related academic studies, both local and international. The studies are grouped in organizational leadership style, resource allocation, organizational culture, organizational structure and service delivery.

#### **2.3.1 Leadership style and Service Delivery in Kitui County**

Karanja, Were, & Muturi (2021) studied on the influence of transformational leadership style on public participation in the County governments in Kenya. The study adopted both descriptive and explanatory research designs. The study population comprised citizens who were registered voters in all the 47 Counties in Kenya. A two-stage sampling technique was used to select 8 counties and a sample of 400 respondents to participate in the study. The study adopted descriptive statistics, Pearson's correlations and regression analysis were used for data analysis. The findings revealed that there is a statistically significant influence of transformational leadership style on public participation in the County governments in Kenya. The study recommended that leaders in the County governments in Kenya should endeavor to practice transformative leadership for promotion of public participation and improvement of performance in the County governments. The review links with the study through leadership style and public participation which are necessary for need based service delivery.

Munga, Momanyi & Omari (2021) examined the effect of strategic leadership styles on organizational performance of County governments in Kenya: A focus of Lake Region economic bloc Counties. The study targeted population of 592 and sample of 309 respondents who comprised of deputy directors, directors and chief officers. The study used stratified and simple random sampling technique to identify respondents and questionnaires in data collection. Descriptive statistics was used to analyze data which was presented in form of mean, percentages, tables, graphs and standard deviation and Pearson moment of correlation. The study established that democratic leadership strategies applied in the County government, leaders formulate policy for effective management and employees participate in formulation of strategic plans. The study recommended that leaders should formulate policy

for managing their leadership responsibility. The review links with the study through leadership style and organizational service delivery performance within Counties.

Yusuf, James & Wilson (2020) studied the effect of leadership style, determination of Strategic change on implementation in Telecommunication companies in Kenya. The study population was 562 and a sample of 234 senior managers from the three main telecommunication players in the country namely Safaricom, Airtel, and Telekom Kenya was picked. Data collection was through questionnaires and analyzed using spreadsheet and presented using tables and figures. Inferential statistics using SPSS version 22 was used to calculate the correlation and regression analysis of the variables. The study established that there is statistically significant link of government policy, market positioning, leadership style and organizational structure on implementation of strategic change. The study recommended that telecommunication companies consider government involvement in commercial activities to enhance market positioning practices and ensure strategic structure alignment is improved for an effective strategic change implementation. The review is relevant in the study for its analysis of leadership style and organizational structure and their effect on strategic change.

Koech, Kabui, & Migosi (2019) studied the influence of leadership on service delivery in the Kenya police service in Kitui County. The study employed descriptive survey research design and stratified random sampling technique. The target population was police officers working in police commands within Kitui County who are about 460 from which a sample of 138 officers was selected. Data collection was done through questionnaires (structured and unstructured) and interview guides. Data analysis was done using SPSS version 22. Data collected was analyzed using both descriptive and inferential statistics. The study established that there is a strong influence on service delivery by the police officers attributable to leadership in the police service. The study recommended that the government and other relevant stakeholders should adequately improve on leadership styles by embracing the modern ways of leadership. The study also recommended that training and development within the police colleges be enriched for improved service delivery. The review links with the study through strategic leadership style and organizational service delivery performance.

Kimure, Gakure, Arasa & Waititu (2017) studied the influence of leadership style on performance contracting results in Local Authorities in Kenya. The study used a correlational research design. The target population comprised of 41867 employees. This study used



stratified random sampling to select a sample of 328 from the 175 Local Authorities in Kenya as per the Ministry of Local Government. Questionnaires were used to collect data from local authority employees. Descriptive and inferential statistics were used to conduct analysis. The study established that Leadership style significantly affect the effectiveness of performance contracting. The study recommended that local authorities' management should promote and enhance good leadership styles in the organizations. The recommendation was critical to the successful running of the county governments which took over the services performed by the Local Authorities. The review is relevant in the study for establishing the relationship between leadership style and performance contracting in local authorities whose roles were taken over by Counties.

### **2.3.2 Resource Allocation and Service Delivery in Kitui County**

Nasieku, Cheron, & Muriiki (2021) examined the influence of strategic resource allocation by Laikipia County government on service delivery covering level 3 and 4 public health facilities. The target population comprised of a sample of 74 medical practitioners. The respondents were doctors, nurses, pharmacists, lab technicians, radiologists, teaching staff and administration staff. Descriptive survey design was adopted for the study. Primary data was collected through questionnaires. Simple random sampling technique was used in guiding the selection of the study sample. Data analysis was done using tools in the SPSS version 25. Analysis involved computation of descriptive statistics such as frequencies, percentages, means and inferential statistics such as Pearson Correlation and regression analysis. The data was then presented in tables and narrations. The study established that the relationship between strategic resource allocation and service delivery was statistically positive and significant. The study discovered that allocated resources do not, in some instances, get to the intended departments. The study recommended that there should be clear resource tracking within the departments through policy guidelines. The review links with the study through its finding that strategic resource allocation is critical for good performance of Counties in service delivery.

Karama and Muia (2019) studied the effect of financial resources on the delivery of devolved services in selected counties in Kenya. The study was anchored on Resource Based View Theory, employing a blended research design and positivism approach. Data was collected using structured and open-ended questionnaires from 384 employees that were randomly selected from eight counties. Results from regression analysis showed that financial resources

had significant and positive effects on devolved service delivery. The study concluded that financial resources are significant drivers of projects in counties. It is however a delicate balance since financial resources may be in place but the mechanisms to deploy them may be non-existent. The study therefore recommended that it is important for county governments to provide both financial and organizational resources in order to achieve improved delivery of County services. This review is relevant in the study since financial resource is a subset of the resources required to drive service delivery in the Counties and which require strategy in their allocation for effective service delivery.

Omesa, Gachunga, Okibo & Ogutu (2019) studied the influence of financial resource allocation on the realization of efficiency in implementing strategic plans in the County governments. The study adopted a descriptive survey research design with population of 47 County governments in Kenya and a sample of the 10 County governments in the Western Kenya region. Data was collected using semi-structured questionnaires and interview schedules. The statistical software, SPSS, was used to analyze the quantitative data. The study established that financial resource allocation has a positive and significant effect on implementation of strategic plans in the County governments of Western Kenya and is a major management activity that allows for strategy execution. The study recommended the use of available resources to fasten service delivery, hiring of professionals and encouraging resource sharing in order to maximize the use of internally available resources. This again points out to the importance of financial resources and consequently their appropriate allocation for strategic positioning of Counties.

Simon, Alala & Janet (2019) studied the effect of resource allocation on service delivery in County governments in North Rift, Kenya. The key function of the government is delivery of public services to its citizen. County governments in Kenya are perceived as best placed to deliver services to the citizens at the local level. However gaps exist in the service delivery where citizens have expressed dissatisfaction with the services provided. This study sought to explore the effect of resource allocation on service delivery in County governments. The study adopted a quantitative survey design where data was collected using self-administered questionnaires and analyzed by correlation and regression analysis. The study revealed a moderate positive correlation between resource allocation and service delivery. It also revealed that resource allocation had a statistically significant effect on service delivery in

County governments in North Rift, Kenya. The review links with the study through resource allocation and organizational service delivery performance within Counties.

Kiprono & Kimutai, (2018) studied the effect of strategic resource allocation on quality service delivery in the sugar manufacturing industry. The study adopted 734 respondents from Nzoia Sugar Company, Mumias Sugar Company, Chemelil Sugar Company, Kibos Sugar Company, South Nyanza Sugar Company and Sony Sugar Company. Slovin's Formula was used to get the desired sample size which was 259 employees from the 6 selected sugar companies. The study utilized questionnaires to collect data and analyzed using SPSS for descriptive and inferential statistics hence presented using tables. The study established that there is statistical significant effect of strategic total rewards on service delivery in the sugar manufacturing industry. The research enabled policy makers obtain knowledge of manufacturing industry dynamics and the appropriate strategies to be applied to enhance performance and it was therefore recommended for guidance in designing appropriate policies to regulate the sugar industry. The review links with this study by demonstrating the importance of strategic resource allocation on organizational performance.

### **2.3.3 Organizational Culture and Service Delivery in Kitui County**

Semente and Muronga (2021) examined the effects of organizational culture on service delivery at public institutions in Namibia. The organizational culture assessment instrument was used to identify the organizational culture type. The study found hierarchy culture to be the dominant culture type. Further, a customer satisfaction survey based on the Seroquel metrics was used to measure the client's perception of the reliability, assurance, empathy, tangibles and responsiveness of the chosen public institution. In total, 106 staff and clients participated in this study. Most of the clients felt that the chosen institution's empathy and assurance in service delivery were unsatisfactory suggesting that the institution's employees neither display a caring attitude nor politeness when dealing with the clients. The study concluded that lack of assurance and empathy from this hierarchical public institution culture type is the possible cause of poor service delivery among public institutions in Namibia since the study found strong relationship between organizational culture and service delivery. The review links with the study through organizational culture and organizational service delivery performance.

Costanza, Blacksmith, Meredith, Severt and DeCostanza (2019) studied the effect of adaptive organizational culture on long-term survival. The study adopted an adaptive culture rating

scale based on a review of the existing literature. Ninety-five organizations founded prior to 1940 were rated on nine characteristics of adaptive culture. Ratings were used to predict likelihood to survive using a Cox regression with proportional hazards survival analysis. Exploratory factor analysis revealed two broad factors of adaptive culture, values toward change and action-orientation. Findings indicated that organizations with adaptive cultures were more likely to survive. The study concluded that the then present effort provided evidence that culture could serve as an adaptive mechanism with effects spanning decades. Leaders should focus on establishing adaptive cultural norms and values in order to increase chances of surviving. The review is relevant for the study through showing the link between organizational culture and service delivery performance.

Chepkonga and Nyaga, (2019) studied the influence of leadership culture on the quality of service delivery in public hospitals case of Mbangathi Hospital. The study population was 273 employees and 10,000 patients. Simple random sampling was used to select 398 employees and patients while census was done on the 8 management staff. This study used primary data and questionnaire in data collection. The study adopted SPSS in data analysis and results presented in tables. The study indicated that there was a positive and significant relationship between leadership style, leadership culture and service delivery in public hospitals in Kenya. The study concluded that good working relationship between the management and staff, members of staff being conversant with their facility roles and goals, members of staff being well acquainted with their duties and responsibilities influenced service delivery in hospitals. It was recommended that leadership style should involve decision making process and action oriented decisions, performance appraisal and professionalism. The review links with the study through its finding on the effects of organizational culture and leadership on service delivery.

Onyango, Otieno, Bii and Otieno (2016) studied the relationship between the components of organizational culture (power culture) and service delivery. The study adopted descriptive research and census approach in population and sample hence 225 employees. Primary data was collected through questionnaires and analyzed using SPSS. The study established that there is significant and positive relationship between power culture and service delivery. Power culture is therefore an important ingredient in effective service delivery among employees. Culture influences performance in the sense that its content can be either an asset aspect or liability aspect. The study therefore established that employees cannot deliver their

services well in an absence of strong leadership and management in the organization. The study recommended that power culture should be highly considered since the person in power is required to possess necessary qualities that can make employees perform better. The review is critical for this study since organizational culture is among the identified factors influencing service delivery in Kitui County.

#### **2.3.4 Organizational Structure and Service Delivery in Kitui County**

Mumanthi, Mwihiya and Kilika (2019) did a study to determine how designing organization structures supports implementation of strategies, adoption of technology and the service delivery in the security and safety industry. The study used quantitative approach of descriptive, explanatory method and structural equation modeling to analyze the data. A questionnaire was used to collect the data through drop and pick approach. A sample size of 452 respondents was selected through stratified random sampling from the target population. The study results indicated that it was not necessary appointing officers to positions which were not created through job analysis. The study recommended that executive should provide smart transitional leadership framework from the old to the new structures to reduce resistance, slowing down of service delivery and strategy implementation in the public organizations. The review links with the study through organizational structure and organizational service delivery performance.

Gaitho, Bolo, Ogutu and Kitiabi (2019) examined whether organizational structure influences the relationship between strategic leadership and service delivery among devolved units in Kenya. The study used a cross sectional survey whose target population for the study was drawn from the 47 Counties in Kenya. The study had sample size of 282 chief officers and administrators in the devolved governments. The study used primary data which was collected using questionnaires. The findings imply that organizational structure positively affects the association between strategic leadership and service delivery. The devolved government leadership should strategically audit their organization structures to enhance areas which are facilitating service delivery and relook at the structural issues which are hindering service delivery. The review is relevant in this study through establishing the the relationship between organizational structure and service delivery.

Gaitho and Awino (2018) sought to determine whether ethical practices and organizational structure influence the relationship between strategic leadership and service delivery of County Governments in Kenya. This study used a positivism research philosophy. The study

employed a cross sectional survey. The target population for the study was drawn from the 47 Counties in Kenya as per the Kenya Constitution 2010. The study used both primary and secondary data which were collected using questionnaires, interviews and desk review. Data analysis took place at two levels, descriptive statistics level and inferential statistics level. The study found that the entire hypothesis tested were statistically significant and thus supported by the study. It was therefore recommended that county governments must understand the service delivery dimensions in order to carry out frequent analysis and develop strategic leadership concepts relevant to their counties. The review links with the study through organizational structure and organizational service delivery performance within Counties.

Nchorbuno, Shafiwu and Ayamga (2017) aimed at assessing the impact of the organizational structure of Bolgatanga Polytechnic on the services they rendered to students. The specific objectives were to assess the challenges of the organizational structure of the Polytechnic in meeting the needs of students, assess the satisfactory levels of students in relation to the services provided to them and to make recommendations that would improve on services to students. The study was a descriptive survey involving 114 students and data was collected using structured questionnaire, aided by interviews through face-to-face interaction with respondents. From the study, most of the students were not satisfied with the organizational structure of the Polytechnic in which majority of the students strongly agreed that the organizational structure of the faculty affects the quality of services they get. The study recommended that authorities required to take innovative steps towards restructuring the organization to enhance efficient delivery of services to their students and other clients. The review is critical in the study for showing the importance of organizational structure in service delivery performance.

Awino (2015) studied the effect of organizational structure and performance of large manufacturing firms in Kenya. The study used a cross-sectional survey where data was collected from 102 large manufacturing firms. The Chief Executive Officers (CEOs) of these firms were interviewed together with the middle-level and top managers. Regression analysis was used to test the hypothesis and it emerged that organizational structure on its own using Return on Assets (ROA) does not influence performance. However, a further test using non-financial measures such as internal processes, customer perspective and performance produced a different result which influenced performance of large manufacturing firms. The

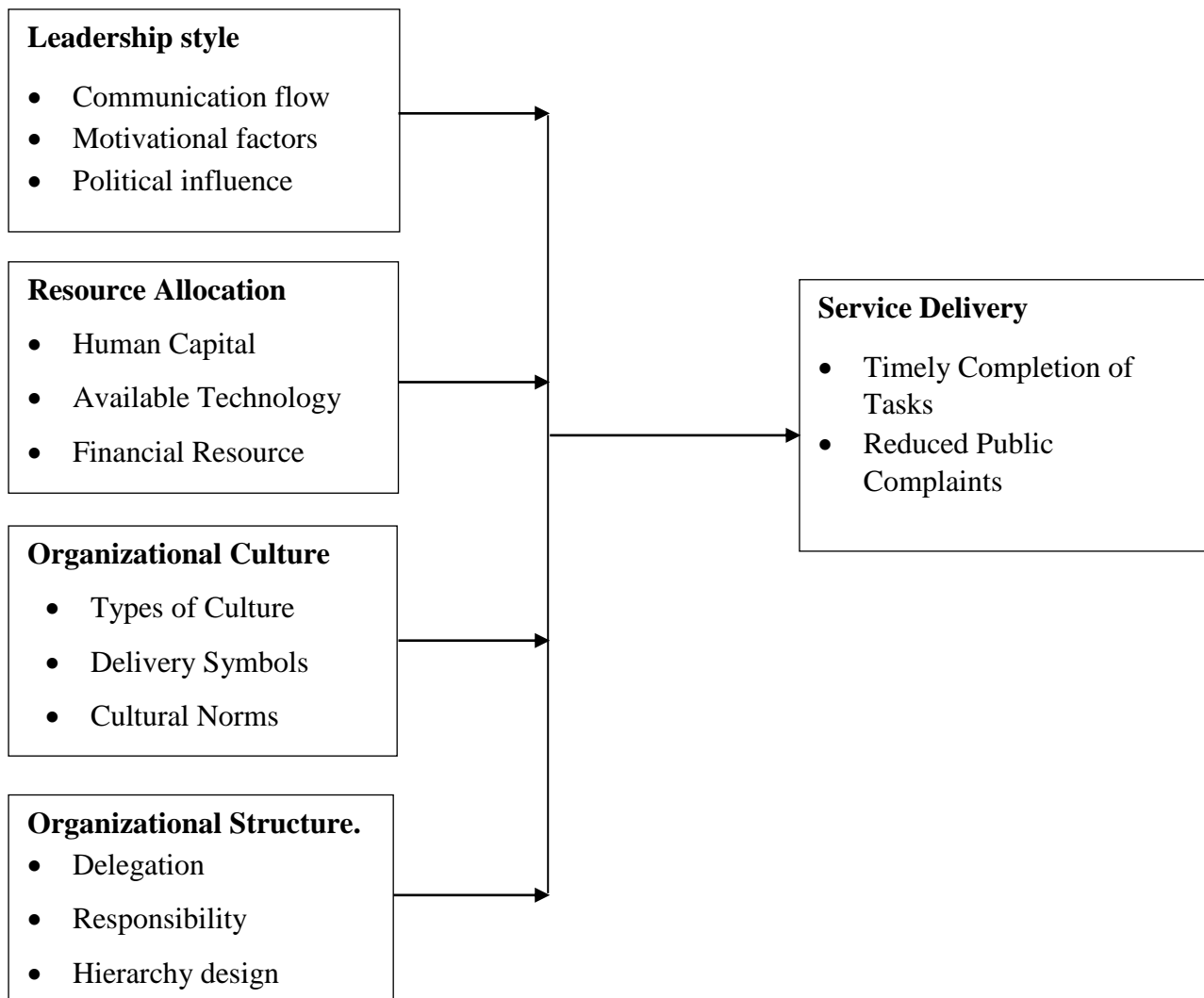
study concluded that the findings have implication in organizations whose performance should not only be viewed using one construct of financial indicators and that non-financial measures may also be considered in the organizational performance but generally there is clear indication that structure influences performance even without putting in place the strategy for the organization. The review links with the study through organizational structure and organizational service delivery performance.

## 2.4 Conceptual Framework

The framework explains the relationship between the Independent Variables and the dependent variable. The independent variables include Leadership style, Resource allocation, Organizational Culture and Structure; and dependent variable is Service Delivery.

### Independent Variables

### Dependent Variable



**Figure 2.1: Conceptual Framework**

**Source: Researcher, (2020)**

## 2.5 Summary and Research Gaps

Efficient service delivery in the public sector in Kenya creates stable economic growth in the Counties. According to the Kenya Constitution 2010, the National government devolved most of its development and administration functions to the County governments to boost efficiency in public service delivery (Onyoni & Kavale, 2018). However, the process of service delivery in the Counties has been affected by both internal and external factors.

Scholars in the last five years have researched on the issues of service delivery in public sector with more diverse approach. Onyoni and Kavale (2018) studied the effects of strategic factors on service delivery by Nairobi County government which included the strategic planning, strategic orientation, strategic environmental scanning and strategic leadership.

Karanja *et al*, (2021), studied on the influence of transformational leadership style on public participation in the county governments in Kenya which involved the leadership in project identification. The study did not however focus on the leadership styles in service delivery by the Kitui County Government therefore forming the research gap.

Karama and Muia (2019) studied the effect of financial resources on the delivery of devolved services in selected eight counties in Kenya. The study examined how financial resources have attributed to the success of the eight counties. Resource allocation on project implementation across the Kitui County Government was not an objective of the study hence the research gap.

Koech, Kabui and Migosi (2017) examined internal factors affecting the service delivery in Kenya police service in Kitui County which included operationalization, leadership, resources and organizational culture. The study did not however cover the specific internal factors influencing service delivery in the Kitui County Government such as organizational cultural aspects (beliefs, norms, rights and symbols) therefore forming the research gap.

Gaitho *et al*, (2019) examined whether organizational structure influences the relationship between strategic leadership and service delivery among devolved units in Kenya. Specific internal factors influencing service delivery in the Kitui County Government such as organizational structure aspects were not factored by this study hence the research gap.



This study will establish the internal factors which are specific to the study and not related to other previous studies (as identified in sub variables in the conceptual framework above).

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter gives detailed methodology on how the study was carried out and includes the research design, population of the study, study sample, data collection instruments, data collection and analysis. The chapter explains the procedures of data collection, reliability and validity of the instruments.

#### **3.2 Research Design**

Research design is the systematic procedure and strategies of shaping out a given research which originates from the conceptualization of the problem to research objectives and questions, data collection, analysis and reporting. The design provides basic framework of population and sample generation to ensure the study is not biased and represents all elements in the population.

The study adopted a descriptive research design which illustrated how the target population and sample were derived from the County population, data collection and analysis. According to Kothari (2008), the core mandate of the descriptive study is to describe phenomena as it exists at present. A descriptive design was appropriate for this study as it enabled the researcher to investigate the target population and establish the factors under investigation.

#### **3.3 Target Population**

Mugenda and Mugenda (2003) defined population as an entire group of individuals, events or objects with some observable characteristics. Since the study was on internal factors influencing service delivery in Kitui County Government, the County public service was considered as the appropriate target. The target population was thus 303 County employees working at various ministries within the County Headquarters who were categorised into County Executive, Top Management, Middle Management and Operations Level. The target population was Eight (8) County Executive Committee Members, Nine (9) Chief Officers, Thirty (30) directors and 256 departmental/ministries officers. The list of respondents was provided by Human Resources department of the County Government of Kitui. On the basis of the staff segmentation, the study considered the overall population to be heterogeneous.

**Table 3.1: Target Population**

<b>Position</b>	<b>Population</b>
Executive Committee Member	8
Chief Officers	9
Directors	30
Officers	256
<b>Total</b>	<b>303</b>

**Source: Kitui County HRM, 2018**

### **3.4 Sampling Procedure and Sample Size**

Kombo and Tromp (2006) define sampling procedure as the means of selecting a given number of objects from a defined population as a representative of that population where all the objects have the same chance of being selected. The study employed stratified random sampling where subjects were selected in such a way that the existing sub-groups in the population were more or less reproduced in the sample (Mugenda and Mugenda 2008).

The study adopted a sample size of 30% for every stratum which was considered sufficient since according to Kothari (2008), a representative sample is one which is at least 10% of the population.

**Table 3.2: Study Sample**

<b>Management Level</b>	<b>Population</b>	<b>Sample</b>
Executive	8	2
Chief Officers	9	3
Directors	30	10
Officers	256	76
<b>Total</b>	<b>303</b>	<b>91</b>

### **3.5 Data Collection Instruments**

The study was based on primary data which was both qualitative and quantitative. This data was collected by use of questionnaires. A questionnaire was designed to capture the various variables of the study with questions covering issues on factors influencing service delivery. The questionnaire was designed such that each section addressed specific objective of the study to obtain all statistical information and opinions of the respondents.

The questionnaire gave the respondents a series of questions where responses were in a scale rated from Strongly Disagree (SD)-1, Disagree (D)-2, Uncertain (U)-3, Agree (A)-4 and Strongly Agree (SA)-5. The data was collected right from the respondents and was based on their views and opinions.

### **3.6 Piloting of Research Instrument**

Pilot testing of the instruments is a distinct preliminary investigation conducted before embarking on the main study (Orodho, 2009). According to Connelly, (2008) a pilot test should be 10% of the sample size. The pilot study was carried out on 10% of the total County management of 91 respondents which is 10 respondents, who were randomly selected.

In this regard, the pilot sample size used did not form part of the final sample size but was from the similar target group. The reason for pilot study was to test the accuracy and appropriateness of the instruments as well as improve on their clarity and comprehensiveness. The pilot study results assisted the researcher by indicating that the questionnaire used was accurate and appropriate and would hence give quality results if used in the study.

### **3.7 Reliability of Instruments**

According to Davies (2007), data reliability is defined as the extent to which significant outcome has been obtained over a period of time on the same population under study. A study data is said to be reliable if the same results can be obtained using the same research methodology. From the research questionnaire, the study comments, suggestions and proposals were considered to improve and upgrade the level of reliability of the instruments.

The reliability of the questionnaire was achieved by subjecting it to County officers in the middle Management and operational level since they are actively involved in service delivery. The index of reliability gives a theoretical and statistical estimate of variables relationship within the actual scores of psychometric test and the assumed true scores (Ojokuku, 2013). Mathis and Jackson (2010) ascertained that Cronbach alpha of 0.7 gives indication of the questionnaire being reliable hence acts as a measure for reliability of the scale's internal consistency. The reliability test Cronbach alpha was above 0.7 hence considered reliable as indicated on table 4.1 in chapter 4.

### **3.8 Validity of Instruments**

Validity measures the extent to which the tools are model and the degree to which a measure accurately represents. The core aim of validity test is to ensure that all aspects achieved in the previous steps reflect the content areas in the specific variables included in this study, (Rose, 2007). To measure the validity, the researcher engaged his supervisor and experts to determine whether the questionnaire was accurately measuring service delivery in Kitui County based on the internal factors of leadership style, resource allocation, organizational structure and organizational culture.

The validity was measured using the Criterion-related validity test which is a measure of correlation between each variable in the study as well as the whole study. If the correlation coefficient has a P-Value less than 0.01 or 0.05 for each variable, then the correlation of the variables is significant at  $\alpha=0.01$  and  $\alpha=0.05$  respectively. The variables in the study were said to be consistent and valid to measure the objective of the study.

### **3.9 Data Collection Procedure**

The questionnaire was designed in order to capture all the study variables and tested through a pilot data collection for reliability and viability. The researcher acquired research permission from the university to collect data from the County Government officers. Subsequently, the researcher distributed the questionnaires to the respondents for filling then picked the questionnaires immediately thereafter.

### **3.10 Data Analysis and Presentation**

The researcher finalized the data collection exercise by collecting all filled questionnaires for analysis which were coded according to themes. Data analysis is the procedure of categorizing, coding and presentation of meaningful information in relation to the study objectives and according to research questions. The instruments were subjected to proper checks for completeness and consistency using numerical codes. The data was analyzed using Statistical Package for Social Science (SPSS) version 22.

The analysis involved descriptive statistics to summarize features of the data collected from the selected respondents such as demographics and their views on various aspects of the internal factors influencing service delivery. Descriptive analysis gave out simple data summaries like sample modes. Inferential statistics was used to explain the relationship of the variables. Data has been presented in the form of frequency tables, graphs and charts.

Regression analysis was used to ascertain the relationship between the dependent variable (service delivery) and independent variables (leadership style, organizational culture, Organizational structure and resource allocation), while correlation tested the strength of the relationship.

### 3.10.1 Research Model

Kothari (2004) defines linear regression model as a continuous possible outcome on a single variable, multiple variables and response variables. The study adopted multiple regression analysis method which measured the nature and the strength of relationship between the dependent and the independent variables. Multiple regression analysis is applied where independent variables are more than one.

The study adopted a model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Service Delivery

$\alpha$  =Constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Coefficients

$X_1$ = Organizational Leadership Style,  $X_2$ = Resource Allocation,  $X_3$ = Organizational Culture,  $X_4$ = Organizational Structure,  $\varepsilon$ = Standard Error.

### 3.11 Ethical Consideration

The research was approved by the University, relevant ministries within the County government and consent was sought from the respondent officers. Confidentiality was assured to all respondents since the study is being used for academic purpose only. The study respondents were not expected to reveal their real names or any form of identity. All completed questionnaires, final project findings and other information were stored well and can be availed upon request through the university.

## CHAPTER FOUR

### 4.0 RESULTS

#### 4.1 Introduction

The study objective was to establish the influence of internal factors on service delivery in the County government of Kitui. The study considered organizational leadership style, organizational culture, organizational structure and resource allocation as key factors influencing service delivery. This chapter provides data analysis, presentation and reporting in form of tables. In addition, the chapter offers the interpretation of the findings from the sampled respondents.

##### 4.1.1 Pilot Testing Results

The Pilot testing was conducted with 100% response rate of ten officers and subjected to the questionnaire to be used in the study. The pilot study established that the instrument (questionnaire) to be used had a high accuracy and appropriateness hence recommended for use in the study.

##### 4.1.2 Reliability Test

Before the real research was undertaken, a reliability test was conducted to define how effective the procedure of answering the study questions was. Through SPSS, a test on reliability index was carried out using the Cronbach Alpha which was 0.862 and 0.867 on the Cronbach Alpha on 59 standardized items as illustrated in table 4.1.

**Table 4.1: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.867	59

From the results, the Cronbach alpha was greater than 0.7 hence the study treated as reliable. This meant that the questionnaire was internally consistent for use in determining the influence of internal factors on service delivery in Kitui County.

##### 4.1.3 Analysis of Response Rate

Response rate determines the reliability of data collection. If all clusters are represented, the response rate gives the analysis of the respondents in relation to the population and sample.

**Table 4.2: Response Rate Analysis**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	86	94.5 %
Declined	5	5.5 %
<b>Total</b>	<b>91</b>	<b>100%</b>

For the study, 91 questionnaires were administered to the sampled officers across the management levels within the County where 86 were filled and returned. This gave a 94.5% response rate as shown in the table 4.2.

#### **4.2 Descriptive Statistics Analysis**

The key objective of the study was to establish the influence of organizational leadership style, organizational culture, organizational structure and resource allocation on service delivery in Kitui County. To achieve this, the study adopted descriptive analysis on demographic characteristics of the respondents.

##### **4.2.1 Demographic Analysis of Respondents**

This part sought to establish the demographic characteristics of respondents in terms of age, gender, level of education, job designation and work experience. The analysis was presented in tables.

##### **4.2.1.1 Gender Analysis of Respondents**

Table 4.3 shows the gender of the respondents from all management levels.

**Table 4.3: Gender**

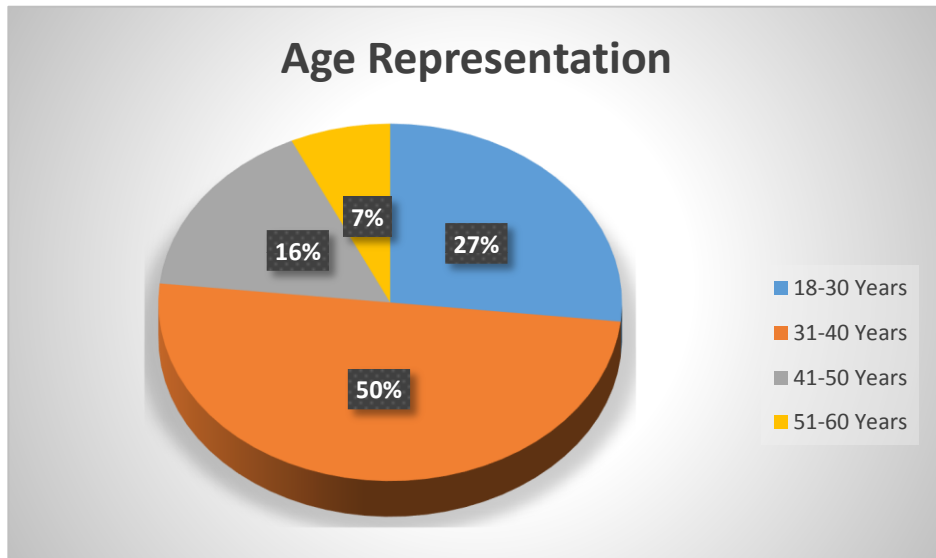
<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	40	46.5
Female	46	53.5
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 40 respondents were male representing 46.5% of the total sample while 46 respondents were female representing 53.5% of the total sample. The study therefore conformed to the gender principle which recommends that in any establishment, one gender must not exceed two-thirds in terms of representation.



#### 4.2.1.2 Age of Respondents

Figure 4.1 presents the respondents age where out of the total sample, 27% were aged 18-30 years, 50% were aged 31-40 years, 16% were aged 41-50 years and 7% were aged 51-60 years.



**Figure 4.1: Age**

The study indicated that a majority in the service delivery team are aged between 31 - 40 years, meaning that the County workforce is composed mainly of economically productive officers with the potential to impact highly on service delivery.

#### 4.2.1.3 Education Level of Respondents

Table 4.4 presents the respondents' level of education in which 52 respondents had attained university level representing 60.5% of the total sample, 30 respondents had attained college level representing 34.9% of the total sample and 4 respondents had attained secondary level representing 4.7% of the total sample.

**Table 4.4: Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary	4	4.7
College	30	34.9
University	52	60.5
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, the County government has employed qualified staff to drive service delivery. The secondary school level staff are engaged for support services where majority

were inherited from defunct local authorities. It can then be concluded that the workforce is dynamic and thus responsive to environmental changes.

#### 4.2.1.4 Job Designation of Respondents

Table 4.5 presents the job designation of the respondents where 2 respondents were from the County Executive Committee representing 2.3% of the total sample, 3 Chief Officers representing 3.5% of the total sample, 3 Directors representing 3.5% of the total sample, 1 Deputy Director representing 1.2% of the total sample, 5 Assistant Directors representing 5.8% of the total sample and 72 operational staff representing 83.7% of the total sample.

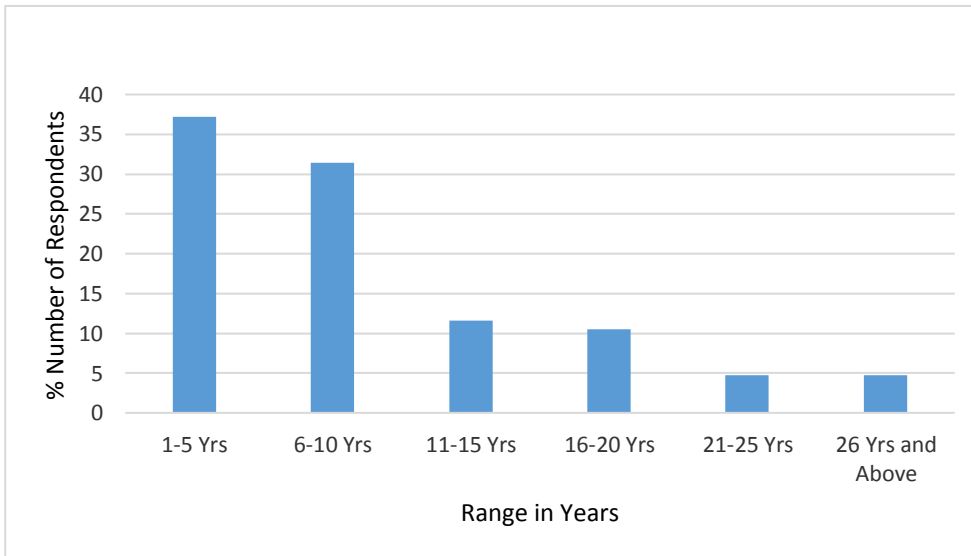
**Table 4.5: Job Designation**

<b>Job Designation</b>	<b>Frequency</b>	<b>Percent</b>
Executive Committee	2	2.3
Chief Officer	3	3.5
Director	3	3.5
Deputy Director	1	1.2
Assistant Director	5	5.8
Operational Staff	72	83.7
<b>Total</b>	<b>86</b>	<b>100.0</b>

The study established that service delivery in Kitui County involves all level of management within the government hierarchy. It was also established that the County Government has a relatively lean organizational structure with few officers at the top management and a bulk of the employees placed at implementation level. This created room for improved efficiency since decision making and feedback systems take shorter time, while also improving communication.

#### 4.2.1.5 Work Experience of Respondents

Figure 4.2 presents the respondents working experience in their areas of engagement. From the study, most of the staff were recruited after devolution in 2013 to coordinate service delivery since 37.2% had between 1-5 years of experience.



**Figure 4.2: Work Experience**

The staff recruited at management levels, devolved or transferred to County level represented 11.6% with experience between 11-15 years, 10.5% for 16-20 years, 4.7% for 21-25 years and 4.7% for 26 years and above. From the respondents’ experience analysis, the research established that a higher number of employees have above 5 years of experience translating to a workforce which is conversant with organizational and management practices.

**4.2.2 Influence of Leadership Style on Service Delivery**

Table 4.6 presents how respondents agreed on the influence of leadership style on service delivery within the County.

**Table 4.6: Leadership Style on Service Delivery**

Aspect	N	Mode	Minimum	Maximum
N	86	5	1	5

The study established that mode was 5 hence most of the respondents strongly agreed that leadership style has influence on the County service delivery. The study established that leadership style influenced service delivery in the County Government. This meant that service delivery would be greatly affected by the exercise of inappropriate leadership styles which hamper employee motivation while also creating unnecessary political interference.

**4.2.3 Influence of Resource Allocation on Service Delivery**

Table 4.7 presents how respondents agreed on the influence of resource allocation on service delivery within the County.

**Table 4.7: Resource Allocation on Service Delivery**

<b>Aspect</b>	<b>N</b>	<b>Mode</b>	<b>Minimum</b>	<b>Maximum</b>
N	86	4	1	5

The study established that mode was 4 translating to general agreement among the respondents that resource allocation has influence on the County service delivery. The study established that resource allocation influenced service delivery in the County government, meaning that employment of appropriate resource allocation strategies and timely disbursement of funds would generally lead to improvement on service delivery.

#### **4.2.4 Influence of Organizational Structure on Service Delivery**

Table 4.8 presents how respondents agreed on the influence of organizational structure on service delivery within the County.

**Table 4.8: Organizational Structure on Service Delivery**

<b>Aspect</b>	<b>N</b>	<b>Mode</b>	<b>Minimum</b>	<b>Maximum</b>
N	86	4	1	5

The study established that mode was 4 meaning most of the respondents agreed that organizational structure has influence on the County service delivery. The study established that organizational structure influenced service delivery in the County government. This therefore translates to the fact that distribution of responsibilities, decision making process and stakeholder involvement are critical factors in service delivery in Kitui County.

#### **4.2.5 Influence of Organizational Culture on Service Delivery**

Table 4.9 presents how respondents agreed that organizational culture influences service delivery within the County.

**Table 4.9: Organizational Culture on Service Delivery**

<b>Aspect</b>	<b>N</b>	<b>Mode</b>	<b>Minimum</b>	<b>Maximum</b>
N	86	4	1	5

The study established that mode was 4 implying a general agreement among the respondents that organization culture has influence on the County service delivery. The study established that organizational culture influenced service delivery in the County government. The County public service thus attaches significant importance to the promotion of beliefs and values in the delivery of public services.

### 4.3 Empirical Findings

The section gives the empirical findings on the influence of leadership styles on service delivery, resources allocation on service delivery, organizational culture on service delivery and organizational structure on service delivery.

#### 4.3.1 Influence of Leadership Style on Service Delivery

The study presented the influence of leadership style on service delivery through indicating the availability of leadership style, types of leadership style, leadership style influence and leadership style aspects.

##### 4.3.1.1 Availability of Leadership Style

Table 4.10 presents the rates for availability of leadership styles within the County.

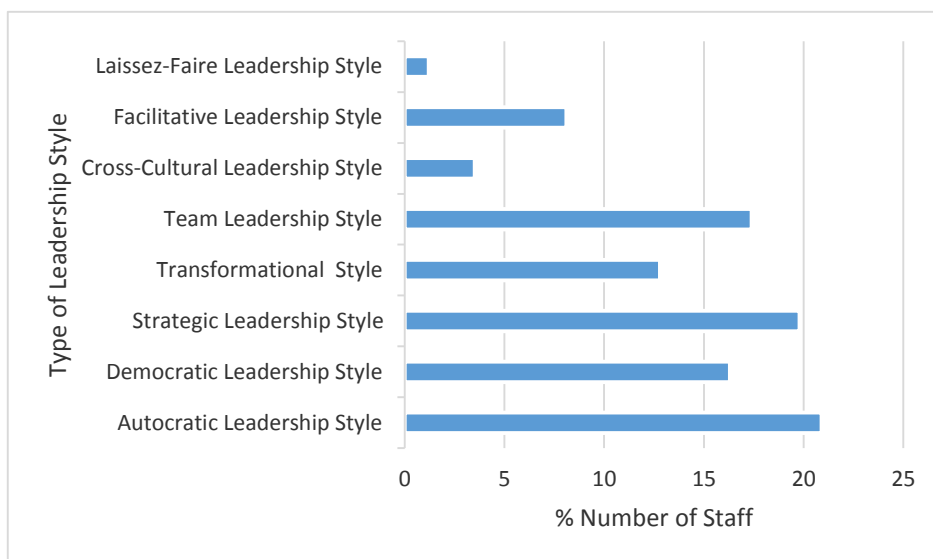
**Table 4.10: Availability of Leadership Style**

Availability of Leadership Style	Frequency	Percent
Yes	72	83.7
No	14	16.3
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 72 respondents representing 83.7% of the total sample were positive that there is leadership style while 14 respondents representing 16.3% of the total sample indicated that there was no leadership style within the County. The study established that there was exercise of leadership style(s) in the Kitui County Government.

##### 4.3.1.2 Types of Leadership Style

Figure 4.3 presents the type of leadership styles adopted by the County government.



**Figure 4.3: Leadership Styles**

From the study, 18 respondents representing 20.9% of the total sample indicated that the County government adopted autocratic leadership style, 14 respondents representing 16.3% of the total sample indicated that the County government adopted democratic leadership style while 17 respondents representing 19.8% of the total sample indicated that the County government adopted strategic leadership style and 11 respondents representing 12.8% of the total sample indicated that the County government adopted transformational style.

In addition, 15 respondents representing 17.4% of the total sample indicated that the County government adopted team leadership style, 3 respondents representing 3.5% of the total sample indicated that the County government adopted cross-cultural leadership style, 7 respondents representing 8.1% of the total sample indicated that the County government adopted facilitative leadership style and 1 respondent representing 1.2% of the total sample stated that the County government adopted laissez-faire leadership style. The study indicated that there was no other leadership style practiced by the County Government.

The study established that the County Administration majorly employed Autocratic, strategic and team leadership styles. Facilitative and laissez-faire leadership styles were rarely applied.

#### 4.3.1.3 Leadership Style Influence on Service Delivery

Table 4.11 presents leadership variables and their influence on service delivery.

**Table 4.11: Leadership Style Influence on Service Delivery**

<b>Leadership Style Influence</b>	<b>Frequency</b>	<b>Percent</b>
Communication Flow	28	32.6
Motivated staff	20	23.3
Political opinions	38	44.2
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 28 respondents representing 32.6% of the total sample indicated that communication flow influenced service delivery, 20 respondents representing 23.3% of the total sample indicated that staff motivation influenced service delivery, while 38 respondents representing 44.2% of the total sample indicated that political opinions influenced service delivery.

The study established that political opinions influenced service delivery in the County since the top executive and the County Assembly members are politically elected and therefore carrying political promises.

#### 4.3.1.4 Leadership Style Aspects

Table 4.12 presents the leadership aspects and their influence on service delivery in the County government.

**Table 4.12: Leadership Style Aspects**

<b>Leadership Style Aspects</b>	<b>N</b>	<b>Mode</b>
Management has the skills and ability to make good, timely and achievable decisions.	86	5
Management has the skills and ability to make timely and achievable strategic goals.	86	4
Management has the skills and ability to monitor and evaluate the service delivery strategies.	86	5
Leaders in the County have indicated reasonable trust and habits which drives the County performance.	86	3
Staff within the County have indicated reasonable trust and habits which drives the County performance.	86	4

From the study, the County management has the skills and ability to make good, timely and achievable decisions at a mode of 5, County management has the skills and ability to make timely and achievable strategic goals at a mode of 4, County management has the skills and ability to monitor and evaluate the service delivery strategies at a mode of 5. The County leaders have consistently demonstrated mutual trust and behavior focused on driving exceptional performance at a mode of 3 and staff within the County have indicated reasonable trust and habits which drives the County performance at a mode of 4.

The study established that County management has the skills and ability to make timely and achievable strategic goals and to monitor and evaluate the service delivery strategies. It was also established that leaders in the County did not indicate reasonable trust and habits to drive the County performance.

#### 4.3.2 Influence of Resource Allocation on Service Delivery

This section explains the empirical findings on the influence of resource allocation on service delivery in the Kitui County government.

##### 4.3.2.1 Availability of Resource Allocation Strategy

Table 4.13 presents the availability of resource allocation strategy in the County government.

**Table 4.13: Availability of Resource Allocation Strategy**

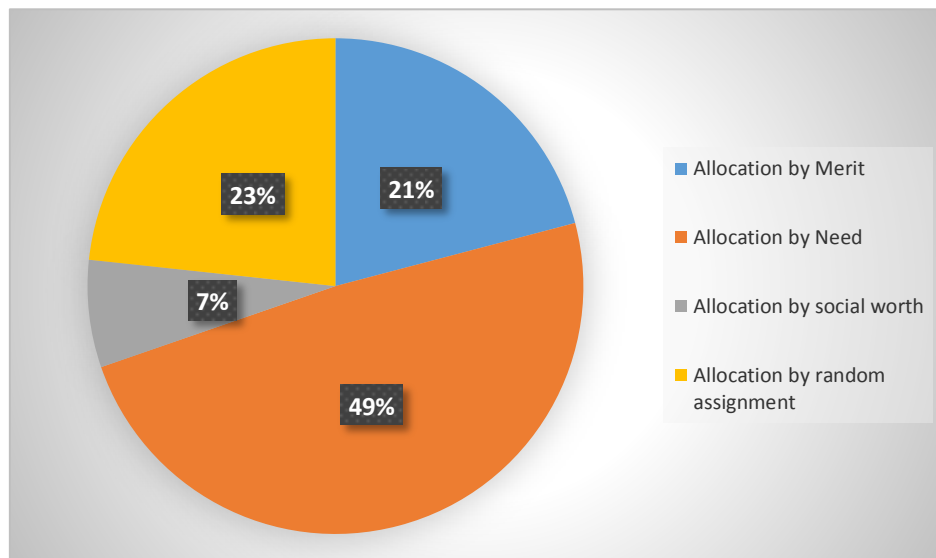
Resource Allocation Strategy	Frequency	Percent
Yes	55	64.0
No	31	36.0
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 55 respondents representing 64.0% of the total sample indicated that there is a resource allocation strategy while 31 respondents representing 36.0% of the total sample indicated that there is no resource allocation strategy. The respondents also indicated that resource allocation was key factor in service delivery.

The study established that there is a strategy to allocate the available resources, financial, human and technology. This meant that allocation of resources was based on certain parameters or rather used a certain criteria.

#### 4.3.2.2 Resource Allocation Methods

Figure 4.4 presents the resource allocation methods used by the County government in service delivery.



**Figure 4.4: Resource Allocation Methods**

From the study, 18 respondents representing 21% of the total sample indicated that resources are allocated according to merit, 42 respondents representing 49% of the total sample indicated that resources are allocated according to need. In the study, 6 respondents representing 7% of the total sample indicated that resources are allocated according to social worth and 20 respondents representing 23% of the total sample indicated that resources are



allocated by random assignment. The study indicated that there were no other method of resource allocation.

The study established that the County government resources are allocated majorly based on needs of the citizens as expressed through public participation forums. In some other instances however, the allocation is done by merit and random assignment. Allocation by social worth was barely used.

#### 4.3.2.3 Influence of Resource Allocation Method on Service Delivery

Table 4.14 presents how the methods of resource allocation have influenced service delivery.

**Table 4.14: Influence of Resource Allocation Method on Service Delivery**

<b>Service delivery influence</b>	<b>Frequency</b>	<b>Percent</b>
Uniform distribution of services	17	19.8
Timely service delivery	25	29.0
Public participation	30	34.9
Quality service delivery	11	12.8
All	3	3.5
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 17 respondents representing 19.8% of the total sample indicated that service delivery was improved by uniform distribution of services, 25 respondents representing 29.0% of the total sample indicated that service delivery was improved by the delivery of timely services. In addition, 30 respondents representing 34.9% of the total sample indicated that service delivery was improved by effective public participation, 11 respondents representing 12.8% of the total sample indicated that service delivery was improved by offering quality services and 3 respondents representing 3.5% of the total sample indicated that service delivery was improved by all the suggested aspects. The study indicated that there were no other influence of resource allocation in service delivery.

The study established that the use of appropriate resource allocation method influenced service delivery through effective public participation, timely service delivery, uniform distribution of resources and delivery of quality services.

#### 4.3.2.4 Resource Allocation Factors Influence on Service Delivery

Table 4.15 presents how the factors of resource allocation influence service delivery in County government.

**Table 4.15: Resource Allocation Factors Influence on Service Delivery**

<b>Resource Allocation Factor</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mode</b>
Human capital	86	1	5	5
Technology	86	1	5	4
Financial resources	86	1	5	4

From the study, human capital influenced service delivery at mode of 5, technology at mode of 4 and financial resources at mode of 4.

The study established that human capital, technology and financial resources influence service delivery as shown by high mode and at almost similar levels.

#### **4.3.2.5 Resource Allocation Aspect Influence on Service Delivery**

Table 4.16 presents how aspects of resource allocation influence service delivery in the County government.

**Table 4.16: Resource Allocation Aspect Influence on Service Delivery**

<b>Resource Allocation Aspect</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mode</b>
There are sufficient resources available to enable smooth service delivery.	86	1	5	5
Each Ministry/department has adequate budget for staff training.	86	1	5	4
There is fairness or uniform resource distribution across the ministries within the County.	86	1	5	4
Every resource allocation is factored in the annual estimates and approved by County Assembly.	86	1	5	5
The resources allocation involved the public and other stakeholders within the County.	86	1	5	4
Internal controls within the County are frequently reviewed and improved.	86	1	5	4
Resources are allocated to the most urgent projects and programmes.	86	1	5	5
There is timely allocation and disbursement of resources to all ministries.	86	1	5	4

From the study, there are sufficient resources available to enable smooth service delivery at a mode of 5, each Ministry/department has adequate budget for staff training at a mode of 4, and there is fairness or uniform resource distribution across the ministries within the County at a mode of 4. The study indicated that every resource allocation is factored in the annual estimates and approved by Assembly at a mode of 5, indicative of a general agreement, the resources allocation involved the public and other stakeholders within the County at a mode of 4, internal controls within the County are frequently reviewed and improved at a mode of 4. Resources are allocated to the most urgent projects and programmes at a mode of 5, there is timely allocation and disbursement of resources to all ministries at a mode of 4.

The study established that there are sufficient resources available to enable smooth service delivery, every resource allocation is factored in the annual estimates and approved by the County Assembly and that resources are allocated to the most urgent projects and programmes. The other 5 aspects were also found to have significant influence on service delivery as evidenced by the high mode (4).

### **4.3.3 Influence of Organizational Structure on Service Delivery**

This section explains the empirical findings on the organizational structure on service delivery within the County government.

#### **4.3.3.1 Availability of Organizational Structure**

Table 4.17 presents the availability of organizational structure in the County government.

**Table 4.17: Availability of Organizational Structure**

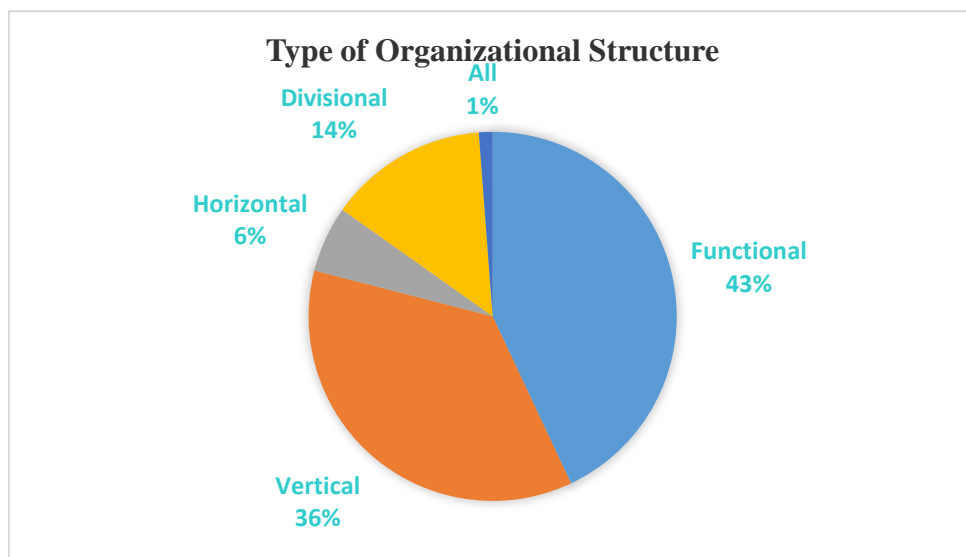
<b>Availability of organizational structure</b>	<b>Frequency</b>	<b>Percent</b>
Yes	75	87.2
No	11	12.8
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 75 respondents representing 87.2% of the total sample indicated that there is clear organizational structure while 11 respondents representing 12.8% of the total sample indicated lack of clear organizational structure.

The study established that there is clear organizational structure for effective management of the County service delivery.

#### 4.3.3.2 Types of Organizational Structure

Figure 4.5 presents the type of organizational structure as indicated by the sampled respondents.



**Figure 4. 5: Types of Organizational Structure**

From the study, 37 respondents representing 43% of the total sample indicated that the type of organizational structure is functional, 31 respondents representing 36% of the total sample indicated that the type of organizational structure is vertical, 5 respondents representing 6% of the total sample indicated that the type of organizational structure is horizontal, 12 respondents representing 14% of the total sample indicated that the type of organizational structure is divisional and 1 respondent representing 1% of the total sample indicated that the type of organizational structure is functional, vertical, horizontal and divisional. The study indicated that there was no other organizational culture within the County Government.

The study established that the County adopted functional type of organizational structure. Vertical structure aspects were prevalent as shown by a relatively high percentage of respondents.

#### 4.3.3.3 Influence of Organizational Structure on Service Delivery

Table 4.18 presents the influence of the type of organizational structure on the service delivery in Kitui County.

**Table 4.18: Influence of Organizational Structure on Service Delivery**

<b>Influence of organizational structure</b>	<b>Frequency</b>	<b>Percent</b>
Proper distribution of responsibilities	38	44.2
Stakeholders Involvement	12	14.0
Strategic services delivery plans	8	9.3
Quick Decision Making	14	16.3
Staff commitment on service delivery	13	15.1
All Aspects	1	1.2
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 38 respondents representing 44.2% of the total sample indicated that the structure had resulted to proper distribution of responsibilities, 12 respondents representing 14.0% of the total sample indicated that the structure had resulted to stakeholders involvement, 8 respondents representing 9.3% of the total sample indicated that the structure had resulted to strategic service delivery plans while 14 respondents representing 16.3% of the total sample indicated that the structure had resulted to quick decision making.

From the study, 13 respondents representing 15.1% of the total sample indicated that the structure had resulted to staff commitment on service delivery and 1 respondent representing 1.2% of the total sample indicated that the structure had resulted to proper distribution of responsibilities, stakeholder involvement, strategic services delivery plans, quick decision making and staff commitment on service delivery. The study indicated that there was no other influence of organizational structure on service delivery.

The study established that organizational structure influenced service delivery majorly through distribution of responsibilities.

#### 4.3.3.4 Influence of Organizational Aspects on Service Delivery

Table 4.19 presents the effect of organizational structure aspects on service delivery.

**Table 4.19: Influence of Organizational Structure Aspects**

<b>Organizational Structures Aspect</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mode</b>
The County has the equivalent management lines and departmental heads.	86	1	5	4
The County structure indicates the staff supervisory points.	86	1	5	5
Each staff has information on where to report anytime.	86	1	5	5
Each staff understands daily duties and responsibilities.	86	1	5	4
Communication within the County ministries and stakeholders gives room for feedback.	86	1	5	3
Availability of work plan in every department of specific activities.	86	1	5	5
The drafted Work plans within the department gives duties of each staff.	86	1	5	5
There is clear information sharing on the Strategic decisions across the departments.	86	1	5	5

From the study, the County has the equivalent management lines and departmental heads with a mode of 4, the County structure indicates the staff supervisory points with a mode of 5, each staff has information on where to report anytime with a mode of 5, each staff understands daily duties and responsibilities with a mode of 4, communication within the County ministries and stakeholders gives room for feedback at a mode of 3, there is availability of work plan in every department of specific activities with a mode of 5, the drafted work plans within the department gives duties of each staff with a mode of 5 and there is clear information sharing on the Strategic decisions across the departments with a mode of 5.

The study therefore established that the above aspects influence service delivery at statistically significant levels as can be shown by the high mode on each save for communication allowing room for feedback and availability of clear information sharing on the strategic decisions across departments.

#### **4.3.4 Influence of Organizational Culture on Service Delivery**

This section explains the empirical findings on the influence of organizational culture on service delivery within the County government.

#### 4.3.4.1 Availability of Organizational Culture

Table 4.20 presents the availability of organizational culture in the County government.

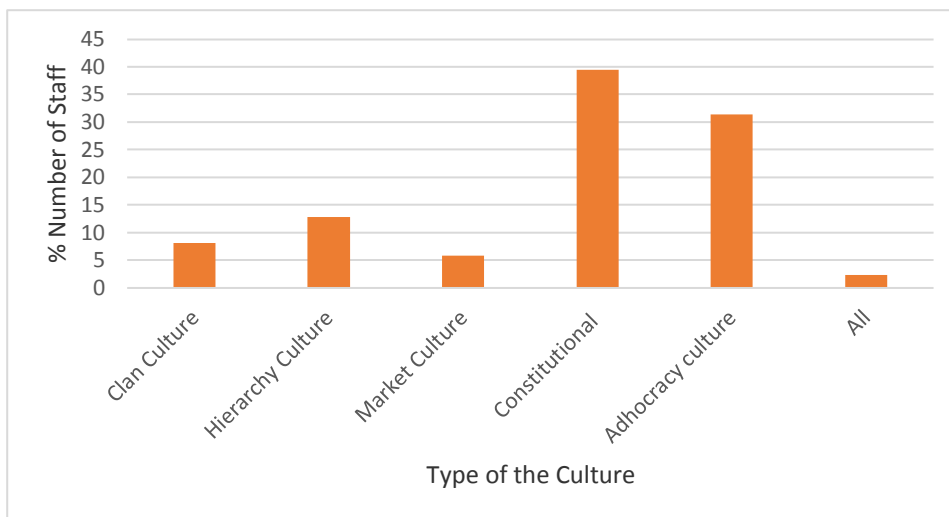
**Table 4.20: Availability of Organizational Culture**

Organizational culture to steer up service delivery	Frequency	Percent
Yes	64	74.4
No	22	25.6
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 64 respondents representing 74.4% of the total sample indicated that there is clear organizational culture while 22 respondents representing 25.6% of the total sample indicated lack of organizational culture. The study established that there is organizational culture for effective delivery of County government services.

#### 4.3.4.2 Types of Organizational Culture

Figure 4.6 presents the type of organizational culture adopted in the County government.



**Figure 4.6: Types of Organizational Culture**

From the study, 34 respondents representing 39.5% of the total sample indicated that County adopted constitutional culture, 27 respondents representing 31.5% of the total sample indicated that County adopted adhocracy culture, 11 respondents representing 12.8% of the total sample indicated that County adopted the hierarchy culture, 7 respondents representing 8.1% of the total sample indicated that County adopted clan culture, 5 respondents representing 5.8% of the total sample indicated that County adopted market culture and 2 respondents representing 2.3% of the total sample indicated that the County has adopted all types of cultures. The study indicated that there was no other organizational culture practiced by the County Government.

The study established that constitutional culture is more prominent within the County Government of Kitui. Adhocracy culture was also prevalent as a significant number felt that decisions were organically made.

#### 4.3.4.3 Organizational Culture Influence on Service Delivery

Table 4.21 presents the nature of organizational culture influence on service delivery in the County Government of Kitui.

**Table 4.21: Organizational Culture Influence on Service Delivery**

<b>Aspect</b>	<b>Frequency</b>	<b>Percent</b>
Expression of good behaviors	12	14.0
Promotion of beliefs and values	30	34.9
Strategic service delivery	25	29.1
Public experience	18	20.9
All	1	1.2
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 12 respondents representing 14.0% of the total sample indicated that organizational culture promoted the expression of good behaviors, 30 respondents representing 34.9% of the total sample indicated that organizational culture promoted the beliefs and values within the County, 25 respondents representing 29.1% of the total sample indicated that organizational culture promoted strategic service delivery, 18 respondents representing 20.9% of the total sample indicated that organizational culture promoted public experience and 1 respondent representing 1.2% of the total sample indicated that organizational culture promoted all the suggested aspects. The study indicated that there was no other influence of organizational culture on service delivery within the County Government.

The study established that organizational culture influenced service delivery through promotion of beliefs and values.

#### 4.3.4.4 Types of Norms

Table 4.22 presents the types of norms experienced in the County government.



**Table 4.22: Types of Norms**

<b>Type on Norms in The County</b>	<b>Frequency</b>	<b>Percent</b>
Folkways	6	7.0
Morals	19	22.1
Taboos	3	3.5
Laws	58	67.4
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 6 respondents representing 7.0% of the total sample indicated that the County has folkway norms, 19 respondents representing 22.1% of the total sample indicated that the County has moral norms, 3 respondents representing 3.5% of the total sample indicated that the County has taboo norms and 58 respondents representing 67.4% of the total sample indicated that the County has law norms. The study indicated that there was no other type of norms applied by the County Government. The Study established that laws are the common norms within the County establishment.

#### **4.3.4.5 Government Symbols**

Table 4.23 presents the County government symbols used in identification of service delivery across the County.

**Table 4.23: Government Symbols**

<b>Government Symbols</b>	<b>Frequency</b>	<b>Percent</b>
Court of Arms	28	32.6
County Flag	34	39.5
County Colours	23	26.7
All	1	1.2
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, 34 respondents representing 39.5% of the total sample indicated that the County uses County flag, 28 respondents representing 32.6% of the total sample indicated that the County uses Court of arms, 23 respondents representing 26.7% of the total sample indicated that the County uses County colors and 1 respondent representing 1.2% of the total sample indicated that the County uses all symbols. The study indicated that there was no other County government symbol used in service delivery.

The Study established that the County majorly uses the County Flag and the Court of Arms as indicated by high percentages.

#### 4.3.4.6 Influence of Government Symbols on Service Delivery

Table 4.24 shows how the County symbols influence service delivery in the County.

**Table 4.24: Government Symbols and Service Delivery**

<b>Symbols and Service Delivery</b>	<b>Frequency</b>	<b>Percent</b>
Easy identification of services	40	46.5
Motivation on service delivery	21	24.4
Ease of knowledge sharing	9	10.5
Easy identification of needs	13	15.1
All	3	3.5
<b>Total</b>	<b>86</b>	<b>100.0</b>

The study established that the government uses symbols for easy identification of services at 46.5%, motivation on service delivery at 24.4%, ease of knowledge sharing at 10.5%, easy identification of needs at 15.1% and all the suggested factors at 3.5%. The study indicated that there was no other influence of symbols on service delivery within the County Government.

The study established that the government symbols influenced service delivery through easy identification of services (Projects and programmes).

#### 4.3.4.7 Influence of Cultural Aspects on Service delivery

Table 4.25 presents cultural aspects as compared to the service delivery.

**Table 4.25: Cultural Aspects and Service delivery**

<b>Cultural Aspect</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mode</b>
Staff understand the meaning of the County service delivery symbols.	86	1	5	5
There are adequate freedoms and rights to all staff involved in service delivery.	86	1	5	5
All service delivery channels are based on the County beliefs and norms.	86	1	5	4
The County symbols motivate all the staff in service delivery.	86	1	5	5
All staff have right of payment at the end of every month.	86	1	5	4
The County goals and objectives are well presented in the County symbols.	86	1	5	5

From the study, all staff have right of payment at the end of every month with a mode of 5, the County goals and objectives are well presented in the County symbols with a mode of 5. The County staff understand the meaning of the County service delivery symbols with a mode of 4, there are adequate freedoms and rights to all staff involved in service delivery with a mode of 5, all service delivery channels are based on the County beliefs and norms with a mode of 4 and that the County symbols motivate all the staff in service delivery with a mode of 5.

The study therefore established that the above cultural aspects had significance influence on service delivery as indicated by a high mode on each.

#### 4.3.4.8 Indicators of Service Delivery

Table 4.26 presents the indicators of service delivery in Kitui County.

**Table 4.26: Indicators of Service delivery**

<b>Indicator</b>	<b>Frequency</b>	<b>Percent</b>
Increased Staff Training	27	31.4
Improved availability of resources	25	29.1
Reduced complaints from public	18	20.9
Increased Resources utilization	16	18.6
<b>Total</b>	<b>86</b>	<b>100.0</b>

From the study, it was indicated that service delivery in the county was improved by increased staff training at 31.4%, improved availability of resources at 29.1%, reduced complaints from public at 20.9% and increased Resources utilization at 18.6%.

The study established that service delivery was significantly influenced by staff training through increased knowledge on service delivery issues.

#### 4.4 Inferential Statistics

The section presents the inferential statistics of the study which are the test of normality, test of multi-collinearity, regression analysis, ANOVA analysis and coefficient analysis.

##### 4.4.1 Normality Test

The table 4.27 shows the study test of normality among the County staff.

**Table 4.27: Normality Test**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership style	.249	86	.210	.776	86	.815
Resource Allocation	.288	86	.170	.805	86	.610
Organization Structure	.287	86	.050	.843	86	.719
Organization Culture	.302	86	.245	.837	86	.409

a. Lilliefors Significance Correction

From the study, the responses of the variables were normally distributed since the significant values of the Kolmogorov-Smirnov and Shapiro-Wilk Test are greater than 0.05.

#### 4.4.2 Test of Multi-Collinearity

The study tested the collinearity of the variables to determine whether they influence each other. Table 4.28 presents the test of collinearity between the independent variables using Variation Inflation Factor.

**Table 4.28: Test of Multi-Collinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Leadership Style	.874	3.026
Resource Allocation	.832	3.073
Organizational Structure	.815	3.092
Organizational Culture	.862	3.040

From the study, the VIF value for Leadership style is 3.026, Resource Allocation is 3.073, organizational structure is 3.092 and organizational Culture is 3.040 which is between 1-10 range hence conclude that there is no multicollinearity between the variables.

#### 4.4.3 Regression Model

Table 4.29 presents the study model summary.

**Table 4.29: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 <sup>a</sup>	.177	.136	.888

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Organization Culture, Resource Allocation, Leadership style, Organization Structure

From the study, the  $R^2$  with value of 0.177 measured the extent of variability of service delivery as predicted by Organization Culture, Resource Allocation, Leadership style and Organization Structure. The study value presented a medium effect of independent variables to the dependent. The R squared value means that a 17.7% variance in the dependent variable (service delivery) is attributed to the changes in independent variables (Leadership style, Resource allocation, Organizational Structure and Organizational Culture).

Table 4.30 presents the ANOVA analysis.

**Table 4.30: ANOVA Analysis**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.707	4	3.427	4.345	.003 <sup>b</sup>
	Residual	63.886	81	.789		
	Total	77.593	85			

- a. Dependent Variable: Service delivery  
 b. Predictors (Constant): Organization Culture, Resource Allocation, Leadership style, Organization Structure

The study established that the F-value of 4.345 is more than the confidence level 0.05 hence rejected the null hypothesis and concluded that there is significant relationship between service delivery and organizational culture, resource allocation, leadership style and organizational structure in Kitui County Government. In addition the P-value from the study is 0.003 which is less than the confidence level of 0.05 thus rejecting the null hypothesis. This means that there is statistically significant relationship between the dependent variable (Service delivery) and the independent variables (Leadership Style, Resource Allocation, Organizational Structure and Organizational Culture).

Table 4.31 presents the study coefficients in the regression model.

**Table 4.31: Study Coefficients**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.128	.437		4.872	.000
Leadership style(x <sub>1</sub> )	.156	.114	.186	1.361	.177
Resource Allocation(x <sub>2</sub> )	.093	.117	.105	.794	.429
Organization Structure(x <sub>3</sub> )	.108	.125	.128	.860	.392
Organization Culture(x <sub>4</sub> )	.094	.121	.116	.774	.441

- a. Dependent Variable: Service delivery

From the study, the variables' coefficients are 0.156, 0.093, 0.108 and 0.094 which results to regression model  $Y=2.128+0.156x_1+0.093x_2+0.108x_3+0.094x_4$ . The regression model implies that variation in independent variables ( $x_1$ ), ( $x_2$ ), ( $x_3$ ) and ( $x_4$ ), results to variance in service delivery by a ratio of 0.156, 0.093, 0.108 and 0.094 respectively.

## **CHAPTER FIVE**

### **5.0 DISCUSSION**

#### **5.1 Introduction**

This chapter gives the study findings and discussion on the objectives of the study. The objective of the study was to establish the influence of internal factors on service delivery in the County Government of Kitui. The specific objectives were to establish the influence of leadership style, resource allocation, organizational structure and organizational culture on service delivery in the Kitui County Government.

#### **5.2 Discussion of the Findings**

The findings included demographic aspects of the respondents, leadership style, resource allocation, organizational culture and organizational structure in relation to service delivery in the Kitui County Government.

##### **5.2.1 Demography of the Respondents**

From the study, the response rate was ninety four point five percent which was considered as a reliable response rate. According to Mugenda and Mugenda (2003), study response rates are categorized in zero to forty percent, forty one to fifty percent, fifty one to sixty percent, sixty one to seventy percent, seventy one to eighty percent and above eighty one percent considered to be unreliable, poor, acceptable, good, very good and excellent respectively. The study was therefore considered excellent since its reliability is above eighty one percent.

The respondents' gender was forty six point five percent for male and fifty three point five percent for female, giving full adherence to the gender rule where in any establishment, one gender must not exceed two-thirds in line with the constitution of Kenya 2010.

On the age of the respondents, twenty six point seven percent were below thirty years, fifty percent between thirty one to forty years which showed that the County has engaged officers within the economically productive age in the delivery of County public services. The senior managers formed a majority of the respondents at the age above fifty represented by only 7% which was an indication of a lean management structure.

From the study, sixty point five percent of the respondents had attained university degree with thirty four point nine of the respondents having college qualification and four point

seven percent having attained secondary education. The County government has employed qualified staff to drive service delivery with strategic positions being occupied by degree holders. The workforce can thus be considered responsive as a great majority are educated and can easily conform to changing environmental dynamics. These findings confirm study results of Nyambura (2012) that qualified personnel must be employed for effective service delivery.

Kitui County service delivery involves all levels of management hence the study interviewed County Executive Committee Members, Chief Officers, Directors, a Deputy Director, Assistant Directors and operational staff. From the study, the respondents' indicated that they had sufficient working experience to enable them render efficient and reliable County public services as over sixty percent had a working experience of more than five years . The County public service is composed of staff who were recruited after devolution in 2013 and other officers who were either devolved from the National government, inherited from the defunct local authorities or transferred from National ministries and agencies.

### **5.2.2 Leadership Style on Service Delivery**

The first objective of the study was to determine the influence of leadership style on service delivery in the County government of Kitui. From the study, there is availability of leadership styles within the County government as indicated by eighty three point seven percent of the total sample. The respondents agreed that leadership styles in the County significantly affect the service delivery at a rate of seventy six point seven percent. The findings are supported by Novo and Garrido (2010) who established that leadership is key in organizational performance as well as Koech, Kabui, & Migosi (2019) who established that there is a strong influence on service delivery by the police officers attributable to leadership in the police service.

From the study, leadership styles adopted by the County government include autocratic leadership style, democratic leadership style, strategic leadership style, transformational style, team leadership style, cross-cultural leadership style, facilitative leadership style and laissez-faire leadership style. The findings are consistent to those of Munga, Momanyi & Omari, (2021) in their examination of the effect of strategic leadership styles on organizational performance of County governments in Kenya where they established that democratic leadership strategies applied in the County governments.



The study investigated the influence of leadership aspects on service delivery and established that timely and detailed information flow from the executive to service delivery staff has significant influence on service delivery. Staff motivation improves service delivery when staff salaries, allowances and other benefits are paid on time according to Chen (2012). Moreover, political opinions influenced service delivery in the County since the top members of the executive are elected politically and thus carry with them political pledges which influence their decision making. The leadership has to prioritize their pledges to the citizens for to guarantee re- election and also minimize complaints which hamper public participation.

The study on the leadership aspects and their influence on service delivery indicated that the County management has the skills and ability to make good, timely and achievable decisions hence effective service delivery. This is attributed to the previously established facts that the County workforce is made up of qualified personnel and with requisite experience where over sixty percent had a working experience of more than five years.

The County management has the skills and ability to make timely and achievable strategic goals which are need based guided by the available resources, human, financial and technology. The management has the skills and ability to monitor and evaluate the service delivery strategies. Due to this, the County government has developed a monitoring and evaluation department which coordinates service delivery. On the contrary, Cater and Pucko (2010) lacked monitoring and evaluation for their projects which resulted to partial implementation. The Study established that County leaders have not consistently demonstrated mutual trust and behavior focused on driving exceptional performance as demonstrated by low mode from the respondents' observations. This may be attributed to political interference on service delivery making it impossible to deliver on some of the promises by the County executive not made in good faith.

### **5.2.3 Resource Allocation on Service Delivery**

The second objective of the study was to establish the effect of resource allocation on service delivery within the County government. The study established that there is a resource allocation strategy within the County government through annual budgets which are passed during public participation. The study is supported by Awino (2015) findings which showed that public involvement in budgeting is a basic component of sustainable development. The County service delivery hugely depends on the equitable share, grants and own revenue which must be strictly budgeted for in line with the County strategic objectives. This gives

the management road-map for fair distribution of resources. From the study, the respondents generally agreed that resource allocation is a key factor in service delivery with seventy seven point nine percent. The findings are consistent with Karama and Muia (2019) where they established that financial resources had significant and positive effects on devolved service delivery in Kenya.

The study established that the resource allocation methods used by the County government in service delivery included the merit allocation whereby projects are factored on a first come first served basis. In this method, benefiting services may be ignored when they come last in the merit. According to Bauer, Braun, and Clark (2008) resource allocation by need basis gives the organization management the ability to implement the urgent services which are highly beneficial to the people. The social worth of the people is also considered in the resources allocation for fair distribution among the social classes. Some services are allocated resources based on the random assignment where the service to be implemented is picked by random sampling.

The method of resource allocation influenced service delivery through public participation, timely service delivery and uniform distribution of services. The study established that the resource allocation method influenced service delivery mainly by effective public participation at thirty four point nine percent. Solomon and Zeleke (2013) argued that resources allocation determines the level of service delivery in the public sector.

The study established that aspects of resource allocation influence service delivery in the County government through the distribution of human capital, availability of information technology and financial resources as supported by Sarisar (2015). The findings are consistent with those of Nasieku, Cherono, & Muriiki (2021) who established that the relationship between strategic resource allocation and service delivery was statistically positive and significant as there should be a good balance in the way various resources are employed.

In addition, the study established that resources are available to enable smooth delivery of services , resources are allocated to the most urgent projects and programmes and that every resource allocation is factored in the annual estimates and approved by the County Assembly. There was agreement among the respondents as to the adequacy of budgetary provision for staff training in each ministry/department, fairness in resource distribution across the

ministries and timeliness in the allocation and disbursement of funds to the County spending entities. It was also established that resources allocation reasonably involved the public and other stakeholders within the County Government and that internal controls within the County are fairly adequately reviewed and improved as indicated by high mode.

#### **5.2.4 Organizational Structure on Service Delivery**

The third objective of the study was to establish the influence of the organizational structure on service delivery within the County government. The study established that there is clear organizational structure for effective management of the County services as supported by Awino (2015) who stated that any organization must have a known structure. Most of the respondents agreed that organizational structure influence service delivery at various levels depending on the type of structure adopted. The County government has adopted functional organizational structure with few respondents supporting other organizational structures like vertical, horizontal and divisional.

The study indicated that the structure adopted by Kitui County has enabled the administration to have fair allocation of responsibilities among the staff as supported by Rown (2016). Due to the structure, there is involvement of stakeholders in existing social groups, hence effective decision making as a result of timely and proper planning. The study established that the County government has the right number of authority layers and hierarchies as guided by the County Governments Act 2012 which gives clear duties and responsibilities for each office at any level of management. The Act, as read together with related regulations, is implemented by the office of the County Secretary and Head of County public service which regulates human resource management matters including reporting lines and deployments.

The stakeholders and officers from various County ministries frequently hold development and strategic meetings to discuss procedures for projects' implementation and evaluation. For effective service delivery, every department is required to prepare a work plan before the commencement of the financial year which shows the specific activities to be undertaken, budget allocation and the expected impact to the community. It was established also that there is clear information sharing on the strategic decisions across the departments. The results are supported by Onyoni and Kavale (2018) findings which established that the Annual Strategic Plans (ADPs) provide clear communication between the implementing ministries, support ministries and the National government which funds more than 80% of the annual budget.

From the study, communication within the County ministries and stakeholders does not give sufficient room for feedback as evidenced by low mode on opinions by the respondents. These findings are consistent with results of study done by Kanyeke (2011) who stated that most of the public entities don't conduct public participation forums.

#### **5.2.5 Organizational Culture on Service Delivery**

The fourth objective of the study was to establish the effect of organizational culture on service delivery within the County government. The study indicated that there is clear organizational culture to support the service delivery with most of the respondents indicating that the culture largely influences the quality and level of services provided by the County government. According to Odoyo *et al* (2013), devolved system of government is largely influenced by the culture of the local authorities and the National government. From the study, the County government has adopted constitutional culture with few respondents supporting other forms of cultures like adhocracy, hierarchy, clan and market. The constitutional culture is guided by the constitution of Kenya 2010 which established the County governments.

The norms experienced in the County government were found to be law norms and moral norms. Taboos and folkways norms are rarely practiced. This thus answered the recommendation by Costanza, Blacksmith, Meredith, Severt and DeCostanza (2019) that leaders should focus on establishing adaptive cultural norms and values in order to increase chances of surviving.

In service delivery, the County government has established symbols and signs for easy identification of the projects implemented within the County as supported by the Constitution of Kenya 2010. From the study, the County relies more on the County flag which is well known across the Wards. The County flag is used together with County Court of Arms and County Colours.

On cultural aspects in relation to service delivery, the study established that the County employees involved in service delivery have adequate freedoms and rights to ensure sufficient levels of motivation and that Staff understand the meaning of the County service delivery symbols especially in the identification of County projects and programs. It was also established that all employees have the right of payment at the end of every month and often receive the payments on time and that all service delivery channels are fairly based on the

County beliefs and norms. The study established that the County goals and objectives are well presented in the County symbols and that County symbols and signs draw the required drive for the staff in the execution of their duties. This is supported by the findings of Chepkonga and Nyaga, (2019) that good working relationship between the management and staff, members of staff being conversant with their facility roles and goals, members of staff being well acquainted with their duties and responsibilities influenced service delivery in hospitals.

The study established that the service delivery indicators in County included increased staff training where employees are frequently trained and their capacities built through collaboration with the National government, Non-governmental organizations and other stakeholders. There was also improved availability of resources through employment of qualified personnel and enhanced revenue generation methods. Complaints from public reduced since projects are implemented according to public participation proposals while resource utilization increased through need-based budgeting and clear monitoring and evaluation of service delivery.

## **CHAPTER SIX**

### **6.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

The main objective of this study was to examine the internal factors influencing service delivery within the Kitui County government with a basic idea of improving the quality and level of services. This chapter therefore, presents a summary of findings, conclusion and recommendations as well as providing areas for further research.

#### **6.2 Summary**

Like other County governments, Kitui County has laid down development plans for the short, medium and long terms which give guidelines on implementation of public services. Currently, the public has a key role to play in governance through public participation in various stages of project implementation. Since their introduction in 2013, counties have experienced service delivery challenges ranging from tall organizational structures, late disbursements of funds to fragile political climates. The main purpose of carrying out this study was to discuss the internal factors influencing service delivery in the Kitui County Government.

##### **6.2.1 Influence of Leadership Style on Service Delivery**

In determining the influence of Leadership Style on service delivery, the study established that the County had adopted a number of styles which included: democratic leadership style, strategic leadership style, transformational style and team leadership style. In these styles, there is effective, timely and detailed flow of information both upwards and downwards which keep the staff motivated. Within the County leadership, there is political aspect as the County Governor and the County Assembly members are expected to represent interests of the electorate. For this reason, leadership style majorly influences service delivery through political opinions.

In the executive arm of the Government, there exists management with skills and ability to make good, timely and achievable decisions as well to monitor and evaluate the service delivery strategies. However leaders in the County have not indicated reasonable trust and habits necessary to drive the County performance as shown by low mode.

An analysis of the inferential statistics established that opinions on Leadership Style were normally distributed and did not influence the outcomes from the other independent variables of Resource Allocation, Organizational Structure and Organizational Culture. Analysis of Variance gave evidence of significant statistical relationship between Leadership Style and service delivery. The regression model implied that any variance in leadership style would influence service delivery by a ratio of 0.156, holding other variables constant.

### **6.2.2 Influence of Resource Allocation on Service Delivery**

Due to a number of factors, performance of the economy being a major one, the resources at National government level have been insufficient, consequently affecting equitable share allocation to counties. Service delivery largely depends on the availability and allocation of financial, human and technological resources. The major sources of financial resources for the County are the National Government through equitable share and conditional grants, donors and local revenue collection. As a result of limitation of resources, the County government majorly adopts allocation by need where projects are based on considered views collected during public participation. In addition, allocation by merit allows the County management to implement the urgent services with high impact to the citizenry.

The available resources are factored in the annual budgets and subjected to public participation before approval by the County Assembly. The County has sufficient resources to enable smooth delivery of services and performs well in allocating resources to the most urgent projects and programs.

The inferential statistics established that observations on Resource Allocation were normally distributed and the variable did not have collinearity with the other independent variables. Analysis of Variance established a statistically significant relationship between Resource Allocation and service delivery. Regression model implied that any variance in Resource Allocation would influence service delivery by a ratio of 0.093, holding other variables constant.

### **6.2.3 Influence of Organizational Structure on Service Delivery**

To determine the influence of Organizational Structure on service delivery, the established structure which has been used by the County management was considered. The structure is outlined in the County Governments Act 2012 with clear allocation of duties and

responsibilities to all levels of management. The County government has majorly adopted functional organizational structure for effective service delivery.

The County structure has the equivalent management lines and departmental heads. The reporting lines are well observed and there is clear information sharing on the strategic decisions across the departments. On communication, the study indicated that room for feedback within ministries and with stakeholders was not adequate, therefore requiring management attention.

The inferential statistics established that observations on Organizational Structure were normally distributed and did not influence outcomes of the other independent variables of Leadership Style, Resource Allocation and Organizational Culture. Analysis of Variance showed evidence of significance statistical relationship between Organizational Structure and service delivery. The regression model implied that any variance in Resource Allocation would influence service delivery by a ratio of 0.108, holding other variables constant.

#### **6.2.4 Influence of Organizational Culture on Service Delivery**

The County government has a clear Organizational Culture necessary to create environment for effective service delivery across all ministries. The County adopted the constitutional culture as guided by the Constitution of Kenya 2010 which established the devolved governments. Adhocracy culture was also significantly employed signaling the ability of the County public service to remain flexible amid changes in operating environment. County culture is associated with regulations/laws, morals, folkway norms and taboos, with laws being the common norm.

The County has developed a flag with colours and symbols which signify its objectives and goals. The County flag is used together with the County Coat of Arms for projects identification. On staff motivation, staff have right of payment at the end of every month and often receive the payments on time with the County symbols drawing sufficient drive from the employees in service delivery. It was also established that freedoms and rights for the staff were adequately observed.

The inferential statistics established that observations on Organizational Culture were normally distributed and the variable did not have collinearity with the other independent variables. Analysis of Variance established that there was a significance relationship between



Organizational Culture and service delivery. The regression model implied that any variance in Resource Allocation would influence service delivery by a ratio of 0.094, holding other variables constant.

### **6.3 Conclusion**

County governments have achieved a number of milestones following devolution of some government functions. However, there has been challenges such as negative politics and lack of sufficient resources which have influenced the quality of services delivered by counties. Due to public involvement in governance and policy decisions, Counties are obligated to enhance service delivery to the citizenry failure to which they face public wrath.

The study concludes that leadership style plays a major role in service delivery and thus the County management should embrace major reforms in the styles they employ guided by the Constitution of Kenya 2010. The County public service must ensure that service delivery is not affected by the political climate and that there is always smooth flow of timely information across the County ministries and with other stakeholders.

Although resources are always scarce and insufficient for projects' implementation, those available should be maximally utilized through need based budgeting in order to address issues facing the common citizen. The County also employs merit based allocation of resources and ensures that social audits are done after project execution as part of monitoring and evaluation.

Organizational structure entails how duties and responsibilities are shared within the County management and is guided and anchored on the County Governments Act 2012. The study concludes that there are clear reporting lines and all employees understand their duties and responsibilities. The structure allows effective information sharing on strategic decisions.

The study further concludes that culture significantly affects the service delivery through promotion of values and beliefs and that the most practiced norms are the laws. The County management has developed County colours with symbols signifying County objectives and goals. Finally, in terms of staff motivation, the study concludes that staff have the right of payment at the end of every month and often receive the payments on time.

### **6.4 Recommendations**

The study has recommendations to the county government, policy makers and the academia.

#### **6.4.1 County Government**

The researcher recommends that the County Government fully adopts democratic and strategic leadership styles on service delivery in order to attain higher standards of effectiveness and efficiency. This will ensure effective communication flow across the service delivery departments and boost motivation for the operational staff. The leaders should demonstrate reasonable trust and habits to drive County performance. The study recommends that service delivery be devoid of political interference for good governance.

The study also recommends that the County government employs appropriate and effective resource allocation methods for human capital, technology and financial resources. The County management should ensure that human capital is equitably distributed across the ministries for effective service delivery. Human capital is a crucial resource which drives service delivery in every sector of economy thus the County should adequately invest in human resource training and development. The study recommends that the County government streamlines equitable sharing of the financial resource which is a key factor on service delivery.

In relation to Organization Culture, the County should heighten promotion of the available cultural practices to enhance service delivery. The study also recommends that the County works towards ensuring that service delivery channels are based on the County beliefs and norms. It is also recommended that the County does sensitization on the government symbols to better the understanding of their importance since a great majority of respondents did not know that they can be used concurrently.

The County government has a relatively bureaucratic structure from the Governor to the operations staff who perform daily service delivery activities. These levels slow the transfer of information and feedback hence affecting the quality of services delivered. The study recommends that the structure be made shorter to empower junior officers with more authority and responsibilities in order to promote their sense of ownership and improve on communication flow.

#### **6.4.2 Policy Makers**

The researcher recommends that the National government, the Council of governors and County Assemblies make enhanced leadership policies in relation to the management of County affairs for effective service delivery. These policies will ensure objectivity in

priority setting and adoption of reliable culture within the County. In addition, the Senate should safeguard devolution through advocating for equitable formulae for the allocation of resources to counties with the National treasury ensuring timely disbursement of funds.

### **6.4.3 Academia**

The study dwelled on Kitui County, being one of the 47 County Government established by the constitution of Kenya 2010. The study established a statistically significant relationship between Service delivery (dependent variable) and Leadership Style, Resource allocation, Organizational Structure and Organizational Culture in Kitui County Government. The researcher recommends for more studies on devolved system of government in Kenya with this study being used as a reference. The researchers should share study results and recommendations with County governments for improvement of service delivery to the public.

### **6.5 Suggestions for Further Research**

The study focused on the internal factors influencing service delivery in the Kitui County Government. The study recommends that further research be carried out on the external factors influencing service delivery in the Kitui County Government or any other government for purposes of improving public service.

The researcher recommends that similar studies be carried out across all the other forty six counties factoring both internal and external factors which influence public service delivery. Different counties have adopted different leadership styles, operate from varied cultures and embrace different models of resource allocation based on their priorities.

The study was based on the executive part of the County who implement the services to the public. A further research can be carried out with respondents from the County Assembly, members of the public, NGOs, FBOs and social groups.

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**APPENDIX I**  
**LETTER OF INTRODUCTION**

**South Eastern Kenya University**  
**P.O Box 170-90200,**  
**Kitui.**

**November, 2019**

**To whom it may Concern,**

**RE: Japheth Muthengi Mbiti; Registration Number: D61/KIT/20624/2015**

I am the above named student from the South Eastern Kenya University. Am pursuing a Master of Business Administration degree (Strategic Management option).

I am currently undertaking a research within the public sector on the internal factors influencing service delivery in the Kitui County Government as part of assessment for the degree award. I kindly request for your maximum support in filling the attached questionnaire aimed at data collection.

The information provided there in shall be treated as confidential and used for academic purpose only. A copy of the research will be availed to the County Government on request.

Thank you.

**Japheth Mbiti Muthengi**  
**D61/KIT/20624/2015**

## **APPENDIX II QUESTIONNAIRE**

**Dear Participants,**

I am a student of MBA (Strategic Management) at South Eastern Kenya University. I am conducting a research to determine the influence of internal factors on service delivery in the County Government of Kitui. The internal factors include the County leadership style, resources allocation, County structure and culture. The objective is to better the understanding of their contribution to public service delivery.

In this regard, kindly fill up this questionnaire to the best of your knowledge and return. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose or in improvement of the service delivery in the County Government of Kitui. Your cooperation will be highly appreciated.

### **SECTION A: Social Demographic Information**

1. Gender of respondent

Male      [   ]                      Female              [   ]

2. How old are you? (Years)

18-30 Years              [   ]              31-40 Years              [   ]

41-50Years              [   ]              51- 60 Years              [   ]

Above 60 Years              [   ]

3. What is your level of education?

Primary                      [   ]              Secondary                      [   ]

College                      [   ]              University                      [   ]

4. What is your job designation

County Executive              [   ]              Chief Officer                      [   ]

Director                      [   ]              Deputy                      [   ]

Assistant Director              [   ]              Operational Staff                      [   ]

5. How long is your working experience?

- 1-5 Years [ ]      6-10 Years [ ]  
 11-15 Years [ ]      16-20 Years [ ]  
 21-25 Years [ ]      26 Years & Above [ ]

6. To what extent do you agree the following aspects affect service delivery in Kitui County? 1= Strongly Disagree (SD), 2= Disagree (D), 3= Uncertain (U), 4= Agree (A), 5= Strongly Agree (SA)

Aspect	SD (1)	D (2)	U (3)	A (4)	SA (5)
Leadership style					
Resource Allocation					
Organization Structure					
Organization Culture					

**SECTION B: Leadership Styles on Service Delivery**

7. Are there leadership styles to steer up service delivery in the County government of Kitui?

- Yes [ ]      No [ ]

8. What is the leadership style practiced by the County Government?

- Autocratic Leadership style [ ]      Democratic Leadership style [ ]  
 Strategic Leadership style [ ]      Transformational Leadership style [ ]  
 Team Leadership style [ ]      Cross-Cultural Leadership style [ ]  
 Facilitative Leadership style [ ]      Laissez-faire Leadership style [ ]

9. How does the above leadership style influence the service delivery?

- Effective communication flow [ ]  
 Staff are Motivated [ ]  
 Consideration of political opinions [ ]

10. To what extent do you agree the following aspects of leadership style affect service delivery in Kitui County? 1= Very Minimal (VM), 2= Minimal (M), 3= Moderate (M), 4= Strong (S), 5= Very Strong (VS).

Aspect	VM (1)	M (2)	M (3)	S (4)	VS (5)
Communication					
Motivation					
Politics					

11. This section attempts to establish the influence of county leadership style in service delivery. Use the Likert scale. The response scale for the questions is as: 1= Strongly Disagree (SD), 2= Disagree (D), 3= Uncertain (U), 4= Agree (A), 5= Strongly Agree (SA).

No.	Aspect	SD (1)	D (2)	U (3)	A (4)	SA (5)
1.	Management has the skills and ability to make good, timely and achievable decisions.					
2.	Management has the skills and ability to make timely and achievable strategic goals.					
3.	Management has the skills and ability to monitor and evaluate the service delivery strategies.					
4.	Leaders in the county consistently demonstrate mutual trust and behaviour focused on driving exceptional performance.					
5.	Staff within the county consistently demonstrate mutual trust and behaviors focused on driving exceptional performance.					

### SECTION C: Resource Allocation on Service Delivery

12. Are there clear resource allocation strategies to steer up service delivery in the County government of Kitui?

Yes [ ] No [ ]

13. What resource allocation methods have you witnessed in the County?

Allocation by Merit [ ]

Allocation by need [ ]

Allocation by social worth [ ]

Allocation by random assignment [ ]

14. How did the method above influence service delivery?

Uniform distribution of services [ ]

Timely service delivery [ ]

Public participation [ ]

Quality of service delivery [ ]

15. How do the following aspects of resource allocation influence service delivery in Kitui County? 1= Very minimal (VM), 2= Minimal (M), 3= Moderate (M), 4= Strong (S), 5= Very strong (VS).

Aspect	VM (1)	M (2)	M (3)	S (4)	VS (5)
Human Capital					
Technology					
Financial Resources					

16. This section attempts to establish the influence of resource allocation in service delivery. Use the Likert scale. The response scale for the questions is as: 1= Strongly Disagree (SD), 2= Disagree (D), 3= Uncertain (U), 4= Agree (A), 5= Strongly Agree (SA).

No.	Aspect	SD (1)	D (2)	U (3)	A (4)	SA (5)
1.	There are sufficient resources available to enable smooth service delivery.					
2.	Each Ministry/department has adequate budget for staff training.					
3.	There is fairness or uniform resource distribution across the ministries within the County.					
4.	Every resource allocation is factored in the annual estimates and approved by Assembly.					
5.	The resources allocation involved the public and other stakeholders within the County.					
6.	Internal controls within the County are frequently reviewed and improved					
7.	Resources are allocated to the most urgent projects and programmes.					
8.	There is timely allocation and disbursement of resources to all ministries.					

#### SECTION D: Organization Structure on Service Delivery

17. Is there clear organizational structure to steer up service delivery in the County government of Kitui?

Yes [ ] No [ ]

18. What type of organizational structure is used by the County Government?

Functional  Vertical

Horizontal Matrix  Divisional

19. How does the organizational structure influence service delivery?

Proper distribution of responsibilities

Stakeholders involvement

Strategic service delivery plans

Quick decision making

Staff commitment on service delivery

20. This section attempts to establish the influence of County organizational structure in service delivery. Use the Likert scale. The response scale for the questions is as: 1= Strongly Disagree (SD), 2= Disagree (D), 3= Uncertain (U), 4= Agree (A), 5= Strongly Agree (SA).

No.	Aspect	SD (1)	D (2)	U (3)	A (4)	SA (5)
1.	The County has the equivalent management lines and departments heads					
2.	County structure indicates the staff supervisory points					
3.	Each staff have information on where to report anytime,					
4.	Each staff understands daily duties and responsibilities					
5.	Communication within the County ministries and stakeholders gives room for feedback.					
6.	Availability of workplan in every department of specific activities					
7.	The drafted Work plans within the department gives duties of each staff					
8.	There is clear information sharing on the Strategic decisions across the departments					

### SECTION E: Organization Culture on Service Delivery

21. Is there clear organizational culture to steer up service delivery in the County government of Kitui?

Yes

No



22. What organizational culture have you witnessed in the County Government?

Clan Culture [ ] Adhocracy Culture [ ]

Market Culture [ ] Hierarchy Culture [ ]

Constitutional Culture [ ]

23. How does the organizational culture influence service delivery?

Expression of good behaviors [ ]

Promotion of beliefs and values [ ]

Strategic service delivery [ ]

Public experience [ ]

24. Which type of norms are applied in the County government?

Folkways [ ] Morals [ ]

Taboos [ ] Laws [ ]

25. Which County government symbols are in place for service delivery?

Court of arms [ ]

County flag [ ]

County colours [ ]

26. How do the symbols influence service delivery in the County?

Easy identification of services [ ]

Motivation on service delivery [ ]

Ease of knowledge sharing [ ]

Easy identification of needs [ ]

27. This section attempts to establish the influence of county organizational culture in service delivery. Use the Likert scale. The response scale for the questions is as : 1= Strongly Disagree (SD), 2= Disagree (D), 3= Uncertain (U), 4= Agree (A), 5= Strongly Agree (SA)

No.	Aspect	SD (1)	D (2)	U (3)	A (4)	SA (5)
1.	Staff understand the meaning of the County service delivery symbols.					
2.	There are adequate freedoms and rights to all staff involved in service delivery.					
3.	All service delivery channels are based on the County beliefs and norms.					
4.	The County symbols motivate all the staff in service delivery					
5.	All staff have right of payment at the end of every month.					
6.	The County goals and objectives are well presented in the County symbols					

#### Section F: Service delivery Indicators

28. What are the service delivery indicators within the County?

- Increased Staff Training [ ]
- Improved availability of resources [ ]
- Reduced complaints from public [ ]
- Increased Resources utilization [ ]

**END**

**APPENDIX III  
PERMISSION TO COLLECT DATA**



**SOUTH EASTERN KENYA UNIVERSITY  
OFFICE OF THE DIRECTOR  
BOARD OF POST GRADUATE STUDIES**

P.O. BOX 170-90200  
KITUI, KENYA  
Email: [info@seku.ac.ke](mailto:info@seku.ac.ke)  
[directorbps@seku.ac.ke](mailto:directorbps@seku.ac.ke)

TEL: 020-4213859 (KITUI)

Email:

Our Ref: D61/KIT/20624/2015

DATE: 8<sup>th</sup> January, 2020

Muthengi Japeth Mbiti  
Re g. No. D61/KIT/20624/2015  
Masters of Business Administration  
C/O Dean, School of Business and Economics

Dear Muthengi,

**RE: PERMISSION TO PROCEED FOR DATA COLLECTION**

This is to acknowledge receipt of your Master in Business Administration Proposal document entitled: *“Internal Factors Influencing Service Delivery in the County Government of Kitui”*.

Following a successful presentation of your Masters Proposal, the School of Business and Economics Board of Examination in conjunction with the Directorate, Board of Postgraduate Studies (BPS) have approved that you proceed on and carry out research data collection in accordance with your approved proposal.

During the research work, you will be closely supervised by Dr. Sedina Misango. You should ensure that you liaise with the supervisor at all times. In addition, you are required to fill in a Progress Report (*SEKU/ARSA/BPS/F-02*) which can be downloaded from the University Website.

The Board of Postgraduate Studies wishes you well and a successful research data collection exercise as a critical stage in your Master of Business Administration.

**Prof. Felix Ngunzo Kioli**  
**Director, Board of Postgraduate Studies**

Copy to: Deputy Vice Chancellor, Academic, Research and Students Affairs (Note on File)  
Dean, School of Business and Economics  
Chairman, Department of Business and Entrepreneurship  
Director, Kitui Campus  
Dr. Sedina Misango  
BPS Office -To file



**APPENDIX IV  
WORK PLAN**

<b>Research Activity</b>	<b>October 2018</b>	<b>October 2018</b>	<b>May- November 2019</b>	<b>January 2020</b>	<b>November 2021</b>	
Drafting and Submission of concept paper						
Proposal Writing						
Proposal submission and presentation						
Data collection and analysis						
Final project presentation and submission						

**APPENDIX V**  
**BUDGET**

<b>Activity</b>	<b>Budget (Ksh)</b>
Printing and Photocopy	7,000.00
Internet charges	3,500.00
Commuter expenses	4,500.00
Data collection assistants	15,000.00
<b>Total</b>	<b>30,000.00</b>