

Influence of Devolved Leadership Structures on Service Delivery in County Governments in Kenya

Elijah Njagi Ileri, Prof. Gregory Namusonge, Dr. Samson Paul Nyang'au

Abstract— County governments were created for the purpose of efficiently delivering services to citizens. However, the delivery of services in county governments in Kenya seems to face several challenges not providing the citizens efficient services as expected. This shows that in as much as the national government devolved financial resources, there is scanty and apparent realization of the objectives that were envisioned in county governments. The purpose of the study was to examine the influence of devolved leadership structures on service delivery in county governments in Kenya. The aim of leadership and governance structures are therefore, to enable government activities, primarily service delivery, through synergy, efficiency and effectiveness in delivering services to sustain democracy and strengthen delivery capacity across all spheres of government for the common good. The study pursued the following specific objectives; To establish the influence of leadership structure and leadership decision process on service delivery in county governments in Kenya. The study was anchored to Contingency Leadership Theory and Path goal theory. A conceptual framework was developed to show the relationship between the independent variables (leadership structures and leadership decision process) and dependent variable (service delivery in county governments of Kenya). The target population of the study was 2,061 county government officials from all the 47 counties in Kenya who included; the governors, deputy governors, county secretaries, ward administrators and county executive members. The study sample was 384 respondents. The study used regression analysis and moderated stepwise multiple regressions to analyze the association between leadership and governance structures moderated by legal & regulatory framework on service delivery in county government variable at 0.5 level of significance. Results revealed that all the devolved leadership structures had a positive and significant relationship with service delivery of county governments in Kenya. The study concluded that devolved leadership structures had the potential of positively influencing service delivery in terms of timely and quality delivery, improved infrastructure and citizen service satisfaction. The results support the current theories related to the study. Consequently, this study provides national and county governments with insights of how to improve service delivery through the implementation of devolved leadership structures. The study recommends that national and county governments should adopt a culture of enhancing devolved leadership structures (leadership structure and leadership decision process). This could go a long way in ensuring there is improved service delivery in the county governments in Kenya.

Index Terms— Leadership Structures, leadership Decision Process, Legal & Regulatory Framework, Service delivery; County Government.

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I. INTRODUCTION

Globally, some governments are using central system of governance while others are using the devolved system of governance (Mung'ale, Matanga, & Were, 2021; Amuhaya, Namusonge, & Nthigah, 2018). In America, the government of the United States of America (USA) uses devolved system where the federal government of the republic has fifty states that constitute the United States of America, as well as one capital district, and several other territories (MacLeod, 2020). Leadership and governance is critical for the successful service delivery of governments (Maina, Namusonge, & Kabare, 2016) as it enables the public to determine their development objectives (Kabau & Mamboleo, 2016), a fact that has been realized by countries such as, the United Kingdom (UK), USA, Brazil, India, Nigeria and South Africa (Chilenga-Butao, 2020).

Gallagher (2021) observed that devolution in England, Scotland and Wales did not inevitably lead to regional centralism and that central-local relations at the regional or intermediate levels are less competitive and more collaborative whether power balance or symmetry exists between the intermediate and the local level (Shattock, 2020). The differences in how public services were structured in the three countries, suggests that the trend towards leadership and governance is not immutable but at least partly a matter of political choice (M'Mugambi, Okeyo, & Muthoka, 2021). It's noted that the similarities between the metropolitan center and the two devolved territories renamed pronounced with a pattern of continued policy tracking through which the dominance of the metropolitan center is maintained indirectly rather than directly through effective service delivery (Shaw & Tewdwr-Jones, 2017). With the global service delivery context becoming increasingly complex (Maina, Namusonge, & Kabare, 2016), governments are moving from a focus on common citizens responses to more comprehensive systems (Abdi, Mbithi, & Kithinji, 2021). The global community agrees that without leadership and governance for a system approach (Amuhaya, Namusonge, & Nthigah, 2018), service delivery outcomes will not further improve and related development goals such as the United Nation (UN)'s Sustainable Development Goal (SDGs) for 2015 will not be met (Khoun, 2018). In the United States of America, Hagendoff (2020) the term ethics refers to a set of principles that govern acceptable, proper conduct (Abdi, Mbithi, & Kithinji, 2021). Attacks on the Constitution of the United States pose the most serious breach of ethics today (Abass, Munga, & Were, 2017).

In England the development of the leadership and governance framework, which was intended to improve the service delivery has also contributed to improved behaviour (Hanafi, 2021), but the impacts have been highly uneven between councils, reflecting the wider contextual conditions – managerial, political and social – which shape behaviours in particular organisations (Barasa, Manyara, Molyneux, & Tsofa, 2017). In some councils, it is observed that the monitoring officers, leaders and party groups working together pro-actively to maintain high standards, underpinned by a strong, positive identification with the council as a civic institution (Moodie, Wøien, Meijer, Salenius, & Kull, 2021). In China, Gallagher (2021) opines that leadership and governance structures have been emulated and stylized according to Anglo-American model. However, the country does not yet have the necessary formal and informal institutions to comprehensively and effectively implement service delivery (Manolache, Nita, Ciocanea, Popescu, & Rozyłowicz, 2018). Corruption, stock market manipulation, tax cheating, fraudulent dealing, all manners of plundering of state assets and the lack of protection of shareholders' rights are some of the more conspicuous manifestations of the ethical issues that have emerged in this mismatch (Mbau, Iraya, Mirie, & Njihia, 2020). In the context of the characteristics of country's economic and service delivery development. It evaluates various potential policy responses that may be implemented to improve service delivery effectiveness and diminish the damage from those problems (Boex & Smoke, 2020).

In India, the increase of leadership and governance structures enhances transparency and openness and the service orientation of public organisations have challenged the traditional values of discretion and equality before the rule (Busch, Kapur, & Mukherjee, 2020). The increasing interactions between the public and the private sector have raised the demand of integrity to improve service delivery to the public. With these developments, it is vital to appraise the ethical system, or reversibly, the traditional values of the public service can question some actual evolutions in government (Bardhan, 2020). As a facet of service delivery, it has been central to debates related to problems in the public sector, non-profit and private (corporate) and individual contexts.

Nigeria's model of federalism represents a fundamental legal and institutional framework for policymaking on the continent (Ochieng & Juma, 2019). As in other federations, it defines the core rules for resource allocation, distribution of responsibilities for devolved service delivery, and mechanisms for interaction between different tiers of government (Ikeanyibe, 2018). Nigeria's federalism arrangements are currently attracting increasing attention from both policymakers and analysts (Waribu, Kabare, & Sakwa, 2018). This is a reflection of the fact that longer-term perspectives of economic policy reform in the country are critically dependent upon improvements in the organization of service delivery arrangements (Mwangi, Biwott, & Gichuhi, 2018). Such arrangements have direct implications for achieving national growth and poverty reduction targets. Simply put, there is a major need to strengthen the incentives

of government agencies at all levels of authority to improve cooperation in designing of their policies and delivery of services (Mwakima & Omido, 2020). Steytler (2019) the South Africa Constitution in spelling out the principles of co-operative government and service delivery binds all spheres of government and organs of state in each sphere of government to three basic principles: First, there is a common loyalty to the Republic as a whole. This means that all spheres are committed to securing the well-being of all the people in the country and, to that end, must provide an effective, transparent, accountable and coherent government for the Republic as a whole. This is the object of cooperative government (Masungu, Marangu, Obunga, & Lilungu, 2015). Second, the distinctiveness of each sphere must be safeguarded (Chigudu, 2015). Masuku (2019) established that significant percentage of the population in South Africa is yet to access basic services and infrastructure because of government's slow pace of service delivery. The various forums have placed the debate on service delivery and issues of service delivery high on their agendas (D'Arcy & Cornell, 2016).

In Uganda and Rwanda devolution involved a form of devolved leadership and governance structures on direct participatory decision making at the lowest level of the local government system which at higher levels involves representation especially of formerly excluded groups like women, the youth and the disabled (Vianney, Iravo, & Namusonge, 2020; Koenanae & Mangena, 2017). At least one-third of each local council in Uganda must be women, while in Rwanda at least half of the local government council must be women (Celestin, Iravo, & Namusonge, 2018). Thebe (2017) argues that for all groups to participate fully at a local community level through devolved leadership and governance structures, they need to participate in using the vote, their voice and their direct action by engaging in specific activities. This requires innovative ways of structuring and institutionalizing the interface between the people and their local governments (Wanyama, Burton, & Helliard, 2017). Nhede (2019) argues that if given the opportunity, the poor and marginalized people can build strong and sustainable organizations, build enormous generosity and solidarity, successfully improve their quality of life, generate participation and accountability mechanisms and stimulate the emergence of democratic leadership (Vianney, Iravo & Namusonge, 2020).

The Constitution of Kenya, (2010) introduced the concept of devolution, which provides a strong anchor against the concentration of power in the Executive and engenders cooperative governance (Cheruiyot, Oketch, Namusonge, & Sakwa, 2017). Kilelo, Beru and Nassiuma, (2018) avers that Devolution also accommodates diverse national interests and local decision-making on priority development activities. Devolution stands in contrast to the erstwhile service delivery on administrative system which did not stimulate a spirit of cooperation and consultation between the national and sub-national units as partners for development (Karama, Iravo, & Shale, 2019). The task force on Devolved Government, in its final report on the implementation of devolved government in Kenya, notes that the CoK 2010

provides for National and county governments as distinct and yet interdependent levels (Barako & Shibia, 2015). The principle of devolved leadership and governance structures is central in informing the relationship between the two levels of government and among the county governments themselves (Steytler, 2019). He notes that in Kenya, devolved leadership and governance structures consist of a complex network of the day-to-day interrelationships between and within the cooperative form of devolved government (Simon, Alala, & Janet, 2019).

II. STATEMENT OF THE PROBLEM

Devolved leadership and governance structures are critical for the effective and efficient service delivery by governments, as an important component of any political system with more than one level of government (Vianney, Iravo & Namusonge, 2020; M'Mugambi, Okeyo & Muthoka, 2020). The aim of devolved leadership and governance structures is therefore, to enable government activities, primarily service delivery, through synergy, efficiency and effectiveness in delivering services to sustain democracy and strengthen delivery capacity across all spheres of government for the common good, as acclaimed by Maina, Namusonge and Kabare (2016). Kenya has undertaken legal, policy and institutional reforms in the governance system, among them, enhancement of the devolved leadership and governance structures, in order to enhance service delivery at the devolved levels (Mutuma, Iravo, Waiganjo & Kihoro, 2017).

However, county governments in Kenya still find it hard to effectively and efficiently deliver services to citizen satisfaction (Abass, Munga & Were, 2017; Wagana, 2017; Opiyo, 2017, Kosgey, Ongera & Thuo, 2020). According to Auditor General Report (2019) over Kshs.16 billion cannot be accounted for by the county governments and the same report mentions lack of effective devolved leadership and governance structures as a catalyst that has triggered the vice. This has slowly led to the deterioration of the counties' service delivery affecting even the country's GDP growth index from 7% in 2009 to 5.3% in 2019 (Kihara, 2016). Further, a report by Kenya Institute for Public Research and Analysis (KIPPR) highlights key sectors like health, water and sanitation, education among others which have faced challenges in service delivery (Lubale, 2018) associated with issues of accountability and integrity in county governments of Kenya. A survey done by Transparency International (TI) (2016), reported that 41% of Kenyans were not satisfied with their county governments' service delivery due ineffective leadership and governance structures.

Further, according to Wagana (2017) minimal research, if any, has been done on the devolved leadership and governance structures on service delivery in county governments in Kenya. Studies by Elhiraika, 2017; Angara, 2017; Olatona & Olomola, 2015, Dada, 2015; Kleinpter-Ross, 2019; failed to show how devolved leadership and governance structures enhance service delivery. These studies have created a need to this study since they were limited in the devolved countries. Secondly, the devolved leadership and governance as established in developed countries are not directly applicable in developing

economies because of political, economic, technological and cultural differences (Shimengah, 2018; Bache, Bartle & Flinders, 2016). Therefore, there is a dearth of information on devolved leadership and governance structures arising from the African context. Indeed, there is no study (as far as the researcher was able to establish from a review of available previous studies) on the devolved leadership and governance and service delivery in county governments in Kenya. The lack of information on the relationship between devolved leadership and governance structures and service delivery in county governments of Kenya creates a knowledge gap from the Kenyan and African context. It is on this premise that the current study seeks to examine the influence of devolved leadership and governance structures on service delivery of county governments of Kenya.

Research Objectives

1. To investigate the influence of leadership structure on service delivery in county governments in Kenya.
2. To determine the influence of leadership decision process on service delivery in county governments in Kenya.
3. To determine the moderating influence of legal & regulatory framework on the relationship between devolved leadership structures and service delivery in county governments in Kenya.

III. LITERATURE REVIEW

The contingency theory, developed by Joan Woodward in the 1950s, is a class of behavioral theory which claims that there is no one good way to organize an organization, to lead a company, or to make decisions, meaning that there not one good structural type that is optimal for all organizations to lead a company or to make decisions. Unlike other leadership theories such as trait theories or behavioral theories, contingency theories focus not on leader abilities or style, but on the various situations which leaders may find themselves in (Barasa, Manyara, Molyneux, & Tsofa, 2017). The main idea behind contingency theories is that different situations will demand different styles of leadership. In other words, the best leadership style is contingent on the situation. Instead, the structure that is most effective is that which fits some certain factors, referred to as contingencies (Bett & Memba, 2017) Several contingency approaches to leadership were developed concurrently in the late 1960s. The authors of these theories argued that Marx Weber's bureaucracy and Fredrick Taylor's scientific management theories had fallen short by not explaining environmental influences and that there is not one best way to manage public sector (Rigii, Ogutu, Awino, & Kitiabi, 2019).

Since the argument by Abdi, Mbithi and Kithinji (2021) is that the contingency theory is about the need to achieve a fit between what the organization is and what it wants to become, then the service delivery can use the contingency theory to align their strategies within the operating environment such that they effectively plan for efficiency and effectiveness of their agency. The law enforcement leaders can therefore align their strategies within the operating environment to achieve strategic fits for the agency. The theory has been criticized for the assumption that managers

react rationally in response to organizational threats (Cheruiyot, Oketch, Namusonge, & Sakwa, 2017) or changes also ignores the fact that managers may act in a particular way depending on political influence. It has also been argued that the contingency theory implies that a leader switch is the only method to correct any problems facing leadership styles in certain organizational structures (Batista, Seither, & Vicente, 2018). (Bett & Memba, 2017)

(Karama, Iravo and Shale (2019) notes that the lack of congruence or fit will therefore result in reduced performance. This theory that accords causal primacy to the environment is adopted by this study in mitigation of the relationship between the service delivery (Barasa, Manyara, Molyneux, & Tsofa, 2017) in the county governments and the relationship with the environment under which it operates and how the same affects its mandate (Hantiro & Maina, 2020). A number of interpretations and variations on contingency theory exist because the underpinning concept of contingency theories is that there is no one single leadership style or characteristics of followers (Abdi, Mbithi, & Kithinji, 2021). In effect each situation is unique and therefore the style and approach to a situation must also be tailored and adaptive (Hantiro & Maina, 2020). This requires a flexible approach in which leaders should actively seek feedback on their performance and approach and whether this could be improved. A good leader will always have a 'plan B' in his/her mind should a change of direction or a different approach be required. County governments use contingency theories in their day-to-day practice without labelling them as such. Service delivery and training (e.g. when moving from job to job) by its nature needs a flexible, reflective approach, so actively translating these day-to-day professional behaviours into the leadership arena will help the leader deal more effectively with a variety of people and situations. The variables relevant for the adoption of the contingency theory in this study to be undertaken are leadership structure on service delivery in county governments of Kenya.

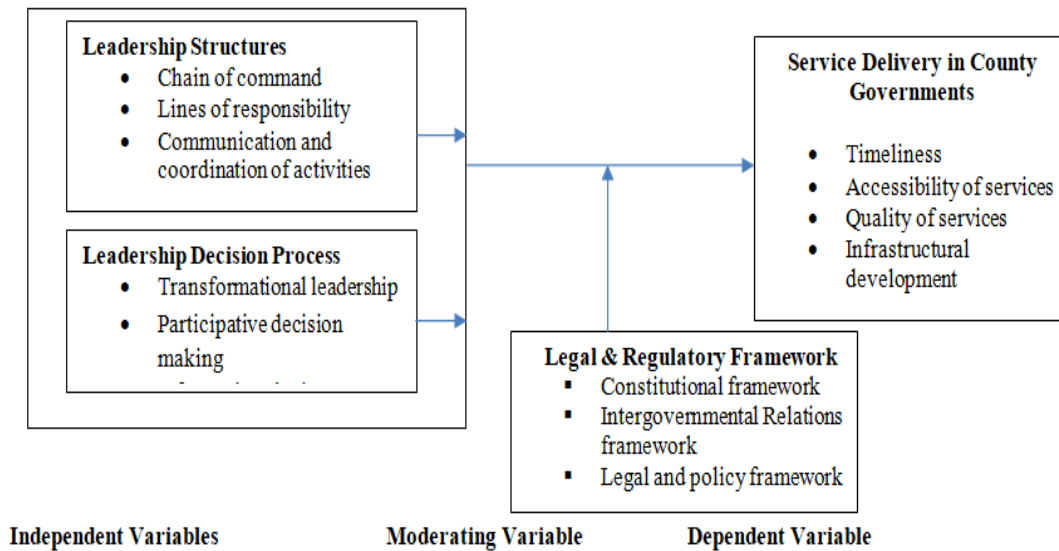
The power-influence Theory in the fields of leadership and management studies have explored in detail the nature of the power and influence within the scope of a superior/subordinate relationship (Ratanya, Mukulu, & Sakwa, 2019). Power and influence theories of leadership are based on the philosophy that leaders use power and influence to get things done, and they look at the leadership styles that emerge as a result. Several taxonomies of leader power have been suggested (Bett & Memba, 2017) (but the base of power suggested by Chen (2018)- coercive ,reward ,legitimate (positional power) , and expert and referent (personal power) appear to be the most popular in application (Cheruiyot,

Oketch, Namusonge, & Sakwa, 2017). In relation to the Transformational Leadership, Hantiro and Maina,(2020) when studying managers and leaders, but this term is now used when studying organizations as well. One of the current and most popular approaches to leadership that has been the focus of much research since the early 1980s is the transformational approach. Barasa, Manyara, Molyneux and Tsofa(2017) suggested that transformational leadership's popularity might be due to its emphasis on intrinsic motivation and follower development, which fits the needs of today's work groups, who want to be inspired and empowered to succeed in times of uncertainty (Bett & Memba, 2017). As its name implies, transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards and long-term goals.

Manolache, Nita, Ciocanea, Popescu and Rozylowicz (2018) stated that power-influence on servant leadership is a paradox an approach to leadership that runs counter to common sense. Our everyday images of leadership do not coincide with leaders being servants. The power-influence recognize the servant leaders as ethical and lead in ways that serve the greater good of the organization, community, and society at large and put followers first over their own self-interest and help them develop their full potential capacities (Cheruiyot, Oketch, Namusonge, & Sakwa, 2017) They demonstrate strong moral behaviour toward followers (Lucas & Baxter, 2012). Ogunnubi and Amao (2016) the power-influence Theory recommends the tenets of leadership decision process to consist of three components: antecedent conditions, servant leader behaviours, and outcomes. The current study will use the Power-influence Theory to determine the relationship between leadership decision process and service delivery of county governments in Kenya.

Conceptual Model and Hypothesis

Conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Myers, 2013). Figure 1 show the conceptual framework which will be used in this study and depicts the interrelationship between the study variables. The independent variables are; leadership structures and leadership decision process. The devolved leadership structures are moderated by the regulatory framework. The dependent variable is the service delivery in county governments of Kenya. These variables and hypothetical causal paths and relationships are presented in Figure 1 below.



Empirical Review

The leadership structure is a framework of roles, responsibilities, authority and communication relationships that are deliberately designed to accomplish an organization's tasks and achieve its objectives (Shimengah, 2018). Abdi, Mbithi, Kithinji (2021) noted that in public sector like the county governments are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organizational structure consists of one or more layers of management. Much can be learnt from organizational reform in other public institutions, where the emphasis has been on decentralizing local decision making, while centrally coordinating services that affect all regions. Kolil, Ondiek and Manyasi (2019) opined that a flat, uncomplicated and adaptable structure is the most common structure in devolved units throughout Europe. Rigii, Ogutu, Awino and Kitiabi (2019) agrees that developing a leadership structure that supports reforms is difficult despite the organizational structure being a critical component of a successful and effective service delivery. The devolved systems is characterized by a vertical organizational leadership structure (Barasa, Manyara, Molyneux, & Tsofa, 2017) where at the apex of the structure we have the governors with ultimate authority to make decisions or ratify decisions made at lower levels in the department's hierarchy

The adoption of structural changes involve job descriptions that reconfigure policing role, definitions, incentives and structures that support reforms, and management/leadership structures that facilitate the discretionary decision making required for restorative problem solving and widespread application of principles (Njiiri, Were, & Muturi, 2021). Kyalo, Kimeli and Evans (2017) revealed that leadership structure has a moderate positive correlation with service delivery. From the findings, leadership was found to contribute 35.4% to service delivery. Setiawan, Putrawan, Murni and Ghozali, (2016) findings indicated that leadership affected performance of employees. Based on these findings, it could be concluded that any changing or variation occurred

at performance might have been directly significant effected by trust and leadership, and also indirectly significant effected by organizational structure and leadership. Simon, Alala and Janet (2019) assessed leadership effectiveness on service delivery. The study pointed towards a leadership structural crisis hence it was recommended that appropriate leadership structure given autonomy.

It is argued that successful and sustainable public service delivery requires a consideration of local narratives and local issues and an integrated leadership approach in South Africa (Masuku & Jili, 2019). Manala (2014) study focused the conventional initiatives and approach adopted by the South African public service appears to have failed to improve service delivery. The literature suggests that leadership challenges in the South Africa public service have a direct impact on effective service delivery (Momanyi, Senaji, & Were, 2018). It is clear that service delivery has not led to satisfaction of communities in South Africa because the country still has one of the highest deficits in the provision of basic services and the lowest level of access to basic services. Barasa, Manyara, Molyneux and Tsofa (2017) posited that that organizations can equip managers to create work environments conducive to employee motivation and performance because managers have substantial influence over the context within which service-oriented behaviours occur. Yarow, Jirma and Siringi (2019) indicated that main patterns of concern that emerged from the data related to the low levels of satisfaction among the community in terms of service delivery in general. The lack of proper service delivery impacts negatively on members of the community due to ineffective leadership structure.

Participative leadership is by and enormous the most effective leadership vogue. Yarow, Jirma, & Siringi (2019) study indicated that bad leadership and leadership decisions have brought organizations that were once formidable to their knees. Rigii, Ogutu, Awino and Kitiabi(2019) leadership is power, influence and the lawful authority gained in enabling to successfully and drastically change the origination by the leader and influence of the human capital which is always the greatest asset of any organization. By inculcating the

organization mission and vision to its employees and managers, an organization is able to realize far overreaching performance and success (Barasa, Manyara, Molyneux, & Tsofa, 2017). Participative leadership is defined as a leader's non-authoritative behaviour that gives opportunities to subordinates to take part in the decision-making process and receive input from employees to make a quality decision (Kanake, 2020). In participative decision-making, the leader encourages employees to express their ideas and suggestions. A participative leader acts as a coach that facilitates all employees to openly demonstrate their ideas and utilizes this valuable information in decision-making (Miriti & Keiyoro, 2017).

A participative leader builds human capability, ability, and a sense of responsibility through involvement in decision-making (Njiiri, Were, & Muturi, 2021). Participation in decision-making creates self-efficacy, psychological empowerment, and enables subordinates to feel that they are valuable assets of an organization (Kanyua & Thiane, 2017). A participative leader develops a climate of open communication in which employees feel empowered and their resistance towards any organizational change can be handled (Mbithi, Ndambuki, & Juma, 2019). This leadership is characterized by less formalization, an inclination of respect, power sharing, mutual understanding, and eradication of reciprocal threats and antagonism (Ochieng, 2017). It is a challenge for public sector to motivate their employees to stay on the job and to offer the efficient, good service which customers expect (Olondo, 2019). Participatory leadership is seen as the quick cure for poor morale, employee attrition, low productivity and job dissatisfaction (Cheruiyot, Oketch, Namusonge, & Sakwa, 2017). Participative decision making, information sharing, customer focus and employee training are considered important elements of participative leadership management to improve service delivery (Jehow, Gikandi, & Mwencha, 2018).

Transformational leaders are able to engage their employees using the following key elements (Setiawan, Putrawan, Murni, & Ghozali, 2016). Firstly, they create a strategic vision for the organization. This means that they develop a strategic vision that is realistic and has an attractive future; in order to bond employees together as well as to focus their energy on achieving organizational goals. Secondly, transformational leaders are able to communicate their vision to their followers. (Jehow, Gikandi, & Mwencha, 2018) The communication process focuses on sharing the meaning of their strategy and elevating the importance of the visionary goals to employees. Thirdly, these leaders focus on modelling and enacting their vision before the employees. Lastly, transformational leaders are able to build their employees' commitment towards the vision through words, symbol (Wamuyu & Ndiege, 2018),

The mediating role of affective and cognitive trust, and the moderating role of continuous commitment on participative leadership and organizational citizenship behavior (OCB) relationships (Mutuku & Misango, 2020) (Hayuat et al., 2019). Bottomely *et al.*, (2016) objective of the study was to explore the relationship between transformational leadership and organizational culture for service delivery practices. The

results of this study indicated a significant positive relationship between transformational leadership and the constructive dimension of organizational culture within a public service organization (Kiambati, 2020). Khan, Ali, Olya, Zulfarnain, and Khan (2018) investigated the direct and indirect impact of transformational leadership on service delivery has often been studied. They also revealed that mission valence strengthened the positive relationship between transformational leadership and performance.

Research Methodology

The study applied mixed research designs, which were descriptive and correlational designs. The unit of analysis was the county governments in Kenya. The target population of this study will be 2,197 county government officials from all the 47 counties in Kenya. The list of the 2,197 county government officials was sourced from the directory of Commission on Revenue Allocation (2021). The county government officials comprises of 47 governors, 47 County speakers, 47 county secretaries, 485 county ministers and secretary, 1573 MCA's. The researcher assumed 95% desired level of confidence, which is equivalent to standardized normal deviate value of 1.96, and an acceptable margin of error of 5% (standard value of 0.05). The formula for calculating sample size for a large population is as follows:

$$n = Z^2pq / e^2$$

Where n = required sample size

p and q = Population proportions which are set at 0.5 each
Z = Level of confidence

Typically the level of confidence for surveys is 95% in which case Z is set to 1.96.

e = Sets the margin of error of the sample proportion. This will be set

at 5% or 0.05.

The study has a population of over 1,000 but less than 10,000 This being a large (binomial) population, the sample was worked out as follows:

$$n = \frac{Z^2pq}{e^2} = \frac{(1.96)(0.5)(0.5)}{(0.05)^2} = 384.16$$

Therefore, this study used a sample of 384 county government officials as respondents.

In order to calculate the sample for each stratum, the study adopted the following formula:

$$Y1 = \frac{384 \times X1}{2108}$$

Where Y1 = Number for each stratum to be selected in the sample.

The researcher used questionnaires in collecting the primary data from the sampled respondents in the county governments. The questionnaires had both open and closed ended questions. The number for the pilot study should be small, about 1% to 10% of the sample population (Karama, Iravo, & Shale, 2019). Thus the study used 38 respondents that were 10% for a pilot study, sampled from Nairobi County selected using a simple random sampling technique. This target population was chosen for the study since due to the fact that Nairobi's City County has the highest concentration of county officials compared to other counties in Kenya (CRA, 2021).

IV. RESULTS AND DISCUSSION

Multiple regression analysis was used to determine whether independent variables, simultaneously influence the dependent variable which is service delivery in the county governments in Kenya (Y). To test the combined influence of leadership structures on service delivery in the county governments in Kenya (Y). The results of the regression are presented in Table 1 displays R (the correlation between the observed and predicted values of the dependent variable), which is 0.849. This is a strong relationship between the observed and predicted values of the dependent variable. It also shows that there is positive correlation between combined influence of leadership structures on service delivery in the county governments in Kenya (Y).. Table 1

also displays R squared which is the proportion of variation in the dependent variable explained by the regression model, in this case, it is 0.721. This means that combined devolved leadership structures can explain 72.10% of the service delivery in the county governments in Kenya (Y). The remaining percentage (27.90%) can be explained by other factors excluded from the model. The adjusted R-square of 0.698 indicates that leadership structures in exclusion of the constant variable explained the change in service delivery in the county governments in Kenya (Y) by 69.80%. The value of the standard error of the estimate is shown in the output as 0.087. It shows the average deviation of the dependent variable (service delivery in the county governments in Kenya) from the line of best fit.

Table 1: Multiple Regression Analysis Statistics: Independent Variables and Service Delivery

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.849	.721	.698	.087

Predictors: (Constant), Leadership Structure, Leadership Decision Process,

The ANOVA results in Table 2 shows that (F (2,304) = 392.799, p <0.05). This shows that the overall model is significant. The findings imply that leadership and governance structures (Leadership Structure, Leadership Decision) were statistically significant in explaining service delivery in the county governments in Kenya. Therefore, at p <0.05 level of significance, null hypothesis is rejected and the

alternative hypothesis (H₃) which states that “There is a significant joint relationship between devolved leadership structures and service delivery in the county governments in Kenya” is accepted implying that devolved leadership structures (Leadership Structure, Leadership Decision Process) have a significant influence on service delivery in county governments in Kenya

Table 2: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1297.021	2	648.511	392.799	.000 ^b
Residual	501.898	304	1.651		
Total	1798.919	306			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Leadership Structures, Leadership Decision Process

Hypothesis Testing One

The study hypothesized that: H₀₁: Leadership structure has no significant influence on service delivery in county governments in Kenya

Findings in Table 3 showed that leadership structure had coefficients of estimate which was significant basing on ($\beta_1=0.424$, $t_{cal}= 2.667 > t_{critical} =1.96$, p-value < 0.05). Also, the influence of leadership structure is more than the effect attributed to the error, this is indicated by the t-test value = 2.667, thus we conclude that there is a significant relationship between leadership structure and service delivery in county governments in Kenya. The null hypothesis that there is no significant relationship between leadership structure and service delivery in county governments in Kenya is therefore rejected (P < 0.05). Thus, leadership structure positively and significantly influence service delivery in county governments in Kenya.

Hypothesis Testing Two

The study hypothesized that: H₀₂: Leadership decision process has no significant influence on service delivery in county governments in Kenya

Findings in Table 3 showed that leadership decision process had coefficients of estimate which was significant basing on ($\beta_1=0.448$, $t_{cal}= 3.156 > t_{critical} =1.96$, p-value < 0.05). Also, the influence of leadership structure is more than the effect attributed to the error, this is indicated by the t-test value = 3.156, thus we conclude that there is a significant relationship between leadership decision process and service delivery in county governments in Kenya. The null hypothesis that there is no significant relationship between leadership decision process and service delivery in county governments in Kenya is therefore rejected (P < 0.05). Thus, leadership decision process positively and significantly influences service delivery in county governments in Kenya.

Table 3: Regression Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients B	T	Sig.
	B	Std. Error			
(Constant)	.432	.143		3.025	.027
Leadership Structure	.424	.159	.365	2.667	.034
Leadership Decision Process	.448	.142	.433	3.156	.026
Devolved Leadership Str..* Legal & Regulatory.	.376	.094	.356	3.999	.026

Hypothesis Testing Three

Under this section regression analysis was run in order to validate whether legal and regulatory framework influenced the relationship between devolved leadership structures and service delivery in county governments in Kenya. The study hypothesized that;

The study hypothesized that: H03: Legal and Regulatory framework has no moderating influence on the relationship between devolved leadership structures and service delivery in county governments in Kenya

Findings in Table 3 showed that moderated devolved leadership structures had coefficients of estimate which was significant basing on ($\beta_{13}=0.376$, $t_{cal}= 3.999 > t_{critical}=1.96$, $p\text{-value} < 0.05$). Also, the influence of devolved leadership structure is more than the effect attributed to the error, this is indicated by the t-test value = 3.999, thus we conclude that there is a significant relationship between devolved leadership structures and service delivery in county governments in Kenya. The null hypothesis that there is legal and regulatory framework does not significantly moderate the relationship between devolved leadership structures and service delivery in county governments in Kenya is therefore rejected ($P < 0.05$). Thus, legal and regulatory framework significantly moderates the relationship between devolved leadership structures and service delivery in county governments in Kenya.

V. CONCLUSION

The results reveal that leadership structures are statistically significant in explaining service delivery in the county governments in Kenya. A positive increase in leadership structures leads to an increase in service delivery in the county governments in Kenya. It can be concluded from this study that leadership structures were statistically and significantly influenced service delivery in the county governments in Kenya. In addition, based on the regression results, it was possible to infer that the relationship between leadership decision process and service delivery in the county governments in Kenya is positive and significant. It can be concluded from this study that leadership decision process was statistically and significantly influenced service delivery in the county governments in Kenya. Lastly, the study hypothesized that legal and regulatory framework does not significantly moderate the relationship between devolved leadership and governance structures and service delivery in the county governments in Kenya. Based on the moderated regression analysis, study concluded that there exists a positive and significant moderation between devolved

governance structures and service delivery in the county governments in Kenya. The results reveal that legal and regulatory framework statistically and significantly moderated the relationship between devolved leadership and governance structures and service delivery in the county governments in Kenya.

Recommendations

The study recommended that county governments in Kenya should ensure practice of leadership structures for the realization of sustainable service delivery and adoption of compatible management structures that has direct and positive impact on the timeliness, accessibility and availability of services. Compatible management structures are less costly, create fewer levels of management and facilitate quick decision making and enhance creativity and innovation given the reduced levels of bureaucracy in the county governments. This will enhance the capacity of the county governments and supplement the stakeholders’ resources input to enhance service delivery in the devolved units. Further the findings of the study confirmed that leadership decision process influences service delivery by county government workers in Kenya. The study results establish that there exists a positive significant relationship between shared decision-making and service delivery by county governments in Kenya. The study thus recommends that county governments should have mechanisms for enhancing shared decision-making so as to achieve better service delivery. Decision making processes ought to be consultative. In this regard, all the opinions of stakeholders who are directly affected by the decision should be put into consideration as much as possible. Finally, the study recommends that national and county should put in place a set of deliberate and proactive processes, policies and structures that supports fiscal governance. The devolved government should review existing policy on fiscal governance with a view of increasing funding to counties. Additionally, the study recommends that the county government should come up with strategic interventions to promote fiscal governance to enhance service delivery to the citizens. Further, the study recommends that central government, (executive and parliament) should appreciate the strategic philosophy of fiscal governance by restraining their line ministries from interfering in the management of decentralized services.

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