



**ROLE OF GOVERNANCE PRACTICES ON COUNTY GOVERNMENT SERVICE DELIVERY IN KENYA**

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## ROLE OF GOVERNANCE PRACTICES ON COUNTY GOVERNMENT SERVICE DELIVERY IN KENYA

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### ABSTRACT

*The main aim of the study was to assess the role of governance practices on County Government Service Delivery in Kenya. With specific objective was to assess the role of citizen participation, equity and inclusiveness, accountability, transparency on County Government Service Delivery in Kenya. In order to meet the overall objective and test the study hypotheses the study adopted Cross sectional research design. The target population was derived from County budget and economic forum, elected Members of County assembly, workers union, county executive members and stakeholder's groups by applying random sampling. The constitution office holders who include the controller of budget and commissioner of revenue allocation representative were all be purposively sampled. The researcher used questionnaires as instruments of collecting data from respondents in addition to analysis of external and internal policy documents to collect information on reporting. The researcher relied on questionnaires and interview guide in collecting data. The Data collected was processed and analyzed through use of both descriptive and correlation analysis. Which yielded a response rate of 100%. The independent variables attributed examined in the study were citizen participation, equity and inclusiveness, accountability, transparency. Descriptive analysis such as frequency, percentage, mean and standard deviation were used to analyze the data which was summarized using figures and tables. Correlation analysis was used to examine the strength of the relationship between governance practices and County Government Service Delivery in Kenya and regression analysis was used to examine the nature of the relationship between governance practices, County Government Service Delivery in Kenya and moderating role of political influence. Prior to regression analysis tests for various assumptions were carried out, on overall 75.7% of the variation in County Government Service Delivery in Kenya can be explained by citizen participation, equity and inclusiveness, accountability, transparency while the remaining percentage can be explained by other factors excluded in the model. The findings of the study demonstrated that governance practices have effect on County Government Service Delivery in Kenya*

**Keyword:** Citizen Participation, Equity and Inclusiveness, Accountability, Service Delivery

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## INTRODUCTION

Governance practices are determined by the kind of connections that control the laws and regulations in institutions. It examines system processes as well as the rules and regulations that must be followed. A governance structure must be in place for all of the following to be maintained: a vibrant change in equality in society, order, delivery of goods and services, effective production, use of power in an accountable manner, protection of human rights and guaranteeing the fulfillment of their freedoms, and upholding a framework that enables citizens to solve their problems through cooperation. Trust in corporate governance in the private sector (2002).

The ASX Corporate Governance Council (2007) asserts that connections, systems, and procedures are upheld by a framework that directs and controls businesses. According to Mwanzia and Wong (2011), accountability frameworks allow stakeholders to guide and regulate the governance process. Public institutions can attain stability, security, and efficiency with the use of cooperative governance frameworks (Clarke, 2007). Cooperative governance refers to the way a cooperative's authority is used to protect an organization's assets and resources with the goal of fulfilling its cooperative objective by enhancing stakeholders' value and satisfaction.

Corporate governance significantly contributes to societal advancement and economic growth. Due to its critical role in fostering social and economic advancement, corporate governance has grown in significance on a global scale. Governance has risen to the top of the worldwide agenda as the effectiveness and accountability of the corporation are now a subject of both private and public interest. From a global viewpoint, the local scene is driven by the influence of transnational firms, the separation of ownership and control, corporate viability, and the relationship between corporate governance and productivity. Corporate governance is motivated by the underperformance of state enterprises as well as widespread corruption, nepotism, and slowing economic growth.

Since the late 1990s, corporate governance of state-owned firms has risen to the top of the political agenda in a number of Western European nations as well as other places, according to Ludvigsen (2010). Large-scale business scandals, advancements in global corporate governance, and ongoing criticism of state owned administration, which has seen political attempts to address concerns of firm monitoring and control, were the catalysts.

According to Asimwe (2015), corporate governance became popular in public enterprises in Africa around the year 2000. As people became more aware of the necessity for managers to operate public institutions and management boards to make sure they are run efficiently and in the proper direction, corporate governance became more and more popular (Adams, 2002). Because it is viewed as a tactic for encouraging high performance of institutions by halting the emergence of poor governance, corporate governance has grown in popularity among non-profit organizations in Africa. According to Monks and Minow (2004), the popularity of corporate governance in public institutions has been cemented by the global demand for accountability and openness in all spheres of human activity. Corporate governance has been able to establish a solid foundation in municipal government because to the concern that public institutions have processes and procedures that allow them to fulfill their goals and meet stakeholder expectations (Clarke, 2007).

African cities are being pushed by the international community to perform as well as other cities, which has spurred them to experiment with new governance models that would enhance service delivery. This is in addition to stakeholder worries about devolved units' ability to deliver services more effectively. 2015's Asimwe Due to recent efforts to increase efficiency and resource redistribution in urban areas, there is a renewed focus on the performance of municipal levels of government, particularly in developing nations. Grusky (1963) asserts that interest in city

performance peaked in the 1950s, when the federal government started subsidizing substantial sections of local budgets. At that time, it was believed that local governments should focus on delivering services with a high level of accountability to tax payers. Corporate governance practices, which have an effect on efficient service delivery, might be held responsible for this.

East African nations began pursuing decentralization in the 1990s, and the majority of their cities became local government units. Kenya adopted and put into place a more robust system of devolved government in 2013 in accordance with the new constitution of 2010. As a result, the central government's and the federal government's role in city management and the framework of devolved entities changed. In County governance, the national government's responsibility is to make sure that wise decisions and deeds are done with relation to the utilization of public resources. This is a result of the national government providing more cash to the devolved units. Due to provisions in the constitution and other laws, a complicated bottom-up inclusive method to devolved units governance came into operation in this situation. According to Nguti and Oduor (2015), Kenya's devolved system of government gives county governments the chance to improve service delivery at the local level and gives residents in the devolved units a variety of options to participate in the governance process.

The systems and structures of operating and controlling corporations with a view to achieving long-term strategic goals that satisfy the owners, suppliers, customers, and financiers while complying with legal and regulatory requirements and meeting the needs of the environment and society are therefore fundamental in promoting fair, efficient, and transparent administration of corporations to meet well-defined objectives. Additionally, it guarantees an effective value-creating and value-adding process as well as the methods used by the company to acquire additional resources.

County Governments in Kenya are autonomous legal organizations with statutory authority granted under the County Government Act of 2013 and the Kenyan Constitution. A scenario where individuals actively participate in governance at all levels is envisioned in the Kenyan constitution from 2010 and the CGA from 2012, among other pieces of legislation. Therefore, all leaders—elected, nominated, or appointed—should make it easier for citizens to participate in the political process. The upper house (legislative body) of Kenya's government, the senate, is tasked with making sure that county governments have the institutional and policy framework systems and capacity to deliver the necessary local services in a responsive, effective, accountable, and transparent manner.

The Kenyan constitution also gives the president the authority to dissolve a county and appoint a commission if it fails to carry out its primary duty of providing services, which includes the ability to do so, and the Act gives the controller of budgets the authority to approve the revenue sources and budgets of counties. While the Governor picks people from the provided list, the County Public Service Board, a County Government institution, is responsible for executive recruitment. The County Assembly will then review and decide whether to approve or reject the list. The oversight and management of Kenya's devolved units is carried out by the senate and other constitutional organizations such as the OCOB, National Treasury, and CRA.

The County Government of Nakuru, which was established by the Kenyan Constitution of 2010 under article 176, was the subject of the study. Its population ranks it as the fourth-largest county in Kenya, and its total size is roughly 2,328.8 km<sup>2</sup>. Approximately 1,603,325 people called the county home, according to the 2009 Kenyan census report. According to the 2013 census, Nakuru contains 55 wards and 11 sub-counties, including Nakuru Town West, Nakuru Town East, Bahati, Rongai, Subukia, Kuresoi North, Kuresoi South, Gilgil, Naivasha, Njoro, and Molo. The County Assembly Speaker

serves as the head of the legislative branch, which is led by the elected MCAs. The executive branch is comprised of the Governor and Deputy Governor, as well as executive committee members.

Therefore, county government (Devolved units) is the level of government closest to the people. They are chosen by the people to serve as their representatives and are in charge of ensuring that services delivered to the neighborhood. In order to provide services to residents in their localities, county governments take up the collecting of levies. Corporate governance that works well can aid Devolved units in improving the quality of life and employment opportunities in their communities. Many Devolved units were unable to provide citizens with services, despite the fact that county residents and members of the community are aware of the services they would like to see in their area. This may have been brought on by ineffective management, bad leadership, and a lack of accountability, all of which are significant barriers to County governments providing effective and dependable services.

### **Statement of the Problem**

Since the new constitution was enacted in Kenya in 2010 and the introduction of two levels of government—national and county—the element of governance has experienced considerable changes. The implementation of a devolved system of government in 2013 gave County Governments the chance to improve service delivery at the local level and gave residents of the devolved units a lot of possibilities to participate in governance processes (Nguti & Oduor, 2015). Despite significant advancements, it has been noted that many county governments in Kenya continue to perform poorly in terms of service delivery throughout the past five years of devolution.

In the current climate, county governments continue to face rising citizen demands for the delivery of better services in a fair and transparent manner. The residents have high expectations because Kenya's devolution is regarded as one of the world's most ambitious, entrusting the

devolved units with crucial duties and providing them with funding equal to at least 15% of the national income. It is anticipated that the over Ksh 150 billion in local revenue that Devolved units have collectively received from their residents over the last five years will be used to fund services like improved housing, safe drinking water, feeder roads, markets, basic sanitation, and street lighting. This is in addition to the national government's estimated Kshs 302 billion distribution to county governments for the 2017–2018 fiscal year, which is projected to rise to Kshs 314 billion in 2018–2019 (CARA, 2018). The aforementioned calls for accountability in the use of public resources, and the auditor general's report accuses county governments of failing to use resources prudently in cases where they have disregarded existing financial regulations and other principles of fiscal responsibility. Due to this, there is now a disconnect between what the citizenry expects and what is really delivered. The disparity could be ascribed to breaking the law, corruption, inefficiency, misappropriation of funds, and flagrant poor management.

The ability of counties to run efficient financial management systems and incorporate the values of accountability and transparency into their operations is still a source of concern. Concerns center on the costs of County Assemblies, the utilization of resources by County leaders, and compliance with public procurement legislation (Mwatu, 2018) This is because accountability and transparency for resource use have often been neglected, despite the strategic perspective on corporate governance's importance for improved County government performance and greater service delivery.

The Governor, his or her administration, which is responsible for implementing policies, and the county Assembly, which is in charge of overseeing operations and enacting laws, are in charge of providing services to county citizens. New county administrations have mistreated, harassed, negatively profiled, and intimidated county

personnel during the second term of county governments, endangering the provision of services (Muasya, 2018). In order to better understand this component of corporate governance, productivity and service delivery will be examined.

Regular allegations of delays in clearing legal documents, such as annual budgets and establishing executive committees, as well as threats of the county executive's impeachment within devolved units continue to highlight the county leadership's lack of cohesion in the media. According to Odhiambo (2018), the article "Rasanga dilemma as row over cabinet persist" highlights the ongoing difficult and strained relationship between the county executive and county assembly, which together make up the county leadership and are an important factor that can have a positive or bad impact on the delivery of public services. The article highlights the Siaya County MCAs' long waits to review and approve cabinet position nominations. In order to determine the nature of the relationships between the Nakuru county leadership, how they carry out their responsibilities, and how this affects service delivery, the research will look at this variable of study.

Devolved governance's ability to improve public service delivery at the county level depends on a number of variables, including the level of accountability and transparency displayed by those in positions of authority, the wise use of public funds, compliance with the law, and an informed and engaged populace (Nguti & Oduor, 2015). Since no studies of devolved governments had been done in this regard, the study's goal was to determine whether CGN met its corporate obligations. The study set out to close the knowledge gap this caused. Therefore, conducting the research to evaluate the effects of cooperative governance techniques on CGN service delivery was crucial. The purpose of this study was to look at the role of governance practices on County Government Service Delivery in Kenya in terms of transparency and disclosure, accountability, equity, inclusion, and citizen involvement.

### **Objectives of the Study**

The study's main general objective was to assess role of governance practices on County Government Service Delivery in Kenya. The study's specific Objectives were;

- To analyze the role of citizen participation on County Government Service Delivery in Kenya
- To analyze the role of equity and inclusiveness on County Government Service Delivery in Kenya
- To evaluate the role of accountability on County Government Service Delivery in Kenya
- To assess the role of transparency on County Government Service Delivery in Kenya
- To evaluate the moderating role of political influence on governance practices and County Government Service Delivery in Kenya

The research question of the Study;

- What is the role of citizen participation on County Government Service Delivery in Kenya?
- What is the role of equity and inclusiveness on County Government Service Delivery in Kenya?
- What is the role of accountability on County Government Service Delivery in Kenya?
- What is the role of transparency on County Government Service Delivery in Kenya?
- What is the moderating role of political influence on governance practices and County Government Service Delivery in Kenya?

### **LITERATURE REVIEW**

#### **Theoretical Framework**

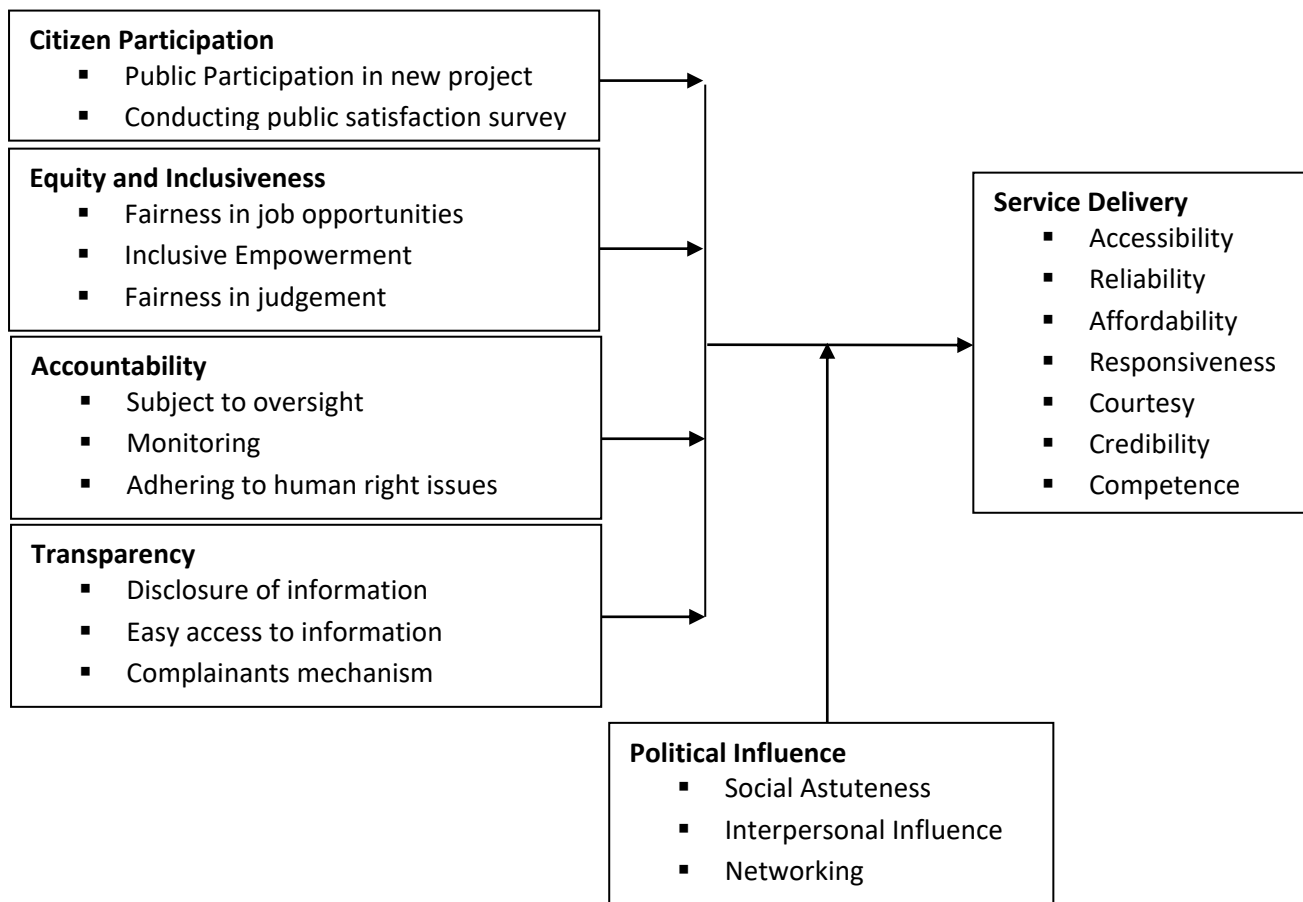
Theoretical literature relevant to the study is reviewed in this section. The importance of investigating political influence and governance quality for service delivery is established by governance practice theories. Participation Theory (Theory X and Y), Transformation Theory, Principal Agent Theory, Public Choice Theory, and Social Influence are among the relevant theories for political influence, governance quality, and service delivery discussed in this section.

Governance quality, according to Lashgari (2014), is concerned with managing the relationships among

various organization stakeholders. Much of the literature on governance quality implicitly assumes that only publicly traded companies are under scrutiny (Agyemang & Aboagye, 2013). As governance quality is concerned with managing the

relationship among various corporate stakeholders, they noted that various theories and philosophies have provided the foundation for the development of alternative forms of governance quality systems around the world.

### Conceptual Framework



Independent Variables

Moderating Variable

Dependent Variable

Figure 1: Conceptual Framework

### METHODOLOGY

**Research Design:** This study employed cross-sectional survey designs. The cross-sectional survey designs was used to test the relationship between governance practices and County Government Service Delivery in Kenya.

**Target population:** The target population for the study consisted of 1 representative from Office of the Controller of Budget and Commission on Revenue Allocation, 36 officials of County Workers union, 550 Stakeholder groups representing customers who receive County services, 10 Heads of Departments, 11 Non state actors who are

members of County Budget and Economic Forum and 74 elected and nominated MCAs in Nakuru county who are part of county leadership which constitutes variable of study.

**Sampling Frame:** The sampling frame for this study was 1 representative from Office of the Controller of Budget and Commission on Revenue Allocation, 36 officials of County Workers union, 550 Stakeholder groups representing customers who receive County services, 10 Heads of Departments, 11 Non state actors who are members of County Budget and Economic Forum and 74 elected and nominated MCAs in Nakuru county who are part of

county leadership which constitutes variable of study.

**Sample Size and Sampling Technique:** A sample is the segment of the population that is selected for investigation. Yamane (1967) provided a simplified

$$n = \frac{N}{1 + Ne^2}$$

formula to calculate sample sizes of 87.

Where  $n$  – sample size,

$N$  – sampling population,

$e$  – level of significance

Given a population of 684 and significance level of 10%, then the sample size can be calculated as:

$$n = \frac{684}{1 + 684 (0.1)^2} = 87.03$$

Therefore with a confidence level of 90% and a margin of error of 10%, the sample size will constitute 87 respondents.

**Research Instruments:** Data was obtained by means of research questionnaires. The questionnaire that was used for the analysis consisted of both open and closed questions, which captured the independent variables, the moderating variable and the dependent variable.

**Data Analysis and Presentation:** Data analysis requires the use of logic to analyze the data collected in order to define specific patterns and to summarize the relevant details contained in the sample (Ho, 2006). For this study, quantitative data was collected and analyzed by using SPSS version 25 to calculate the response rate using descriptive statistics including frequencies, percentages, mean, and standard deviation. Qualitative data analysis was conducted using content analysis (computer-aided), where a code is assigned to specific themes and inserted into SPSS version 25 to produce concise statistics.

### Response Rate

Response rate is the percentage of people who responded to a survey. The study distributed 90 questionnaires and all questionnaires were returned having been dully filled, hence response rate was translated to 100%. As Engwa & Ozofor, (2015) explained, a response rate of 50% and above is adequate for analysis and reporting, a response rate of 60% and above is adequate while that of 70% and above is excellent. Therefore, a response rate of 100% was considered excellent and was used for further analysis and reporting.

### Pilot Test Response Rate

The pilot study sample consisted of 10 respondents which were returned and filled appropriately representing 100%.

### Pilot Study Results

A pilot study was conducted to establish whether the research instrument was valid or reliable for data collection. The testing was done using a sample of 10 questionnaires which were obtained randomly and where reliability, and validity was performed and findings were discussed.

### Reliability of research Instruments

According to Kipkebut, (2010) reliability of a measure indicates the extent to which it is without bias (error free) thus ensuring consistent measurement across time and the various items in the instrument. Reliability of the instrument was carried out using Cronbach's alpha constant (co-efficient) which is a measure of internal consistency and average correlation. It ranges between 0 and 1. As a rule of thumb acceptable alpha should be at least 0.70, (Mugenda & Mugenda, 2003). Higher alpha coefficient values mean there is consistency among items in measuring the concept of interest. Since the research instrument yielded reliability coefficient of more than 0.7 on role of citizen participation, equity and inclusiveness, accountability, transparency on County Government Service Delivery in Kenya

## FINDINGS AND DISCUSSION



**Table 1: Cronbach Alpha for Reliability Assessment Removing Some Items**

Variables	Cronbach's Alpha Before Removing Some Items	No of Items	Remarks
Citizen Participation	.852	9	Accepted
Equity And Inclusiveness	.834	5	Accepted
Accountability	.709	8	Accepted
Transparency	.720	7	Accepted
Political Influence	.728	6	Accepted
County Government Service Delivery in Kenya	.799	6	Accepted

**Table 2: Cronbach Alpha for Reliability Assessment After Removing Some Items**

Variables	Cronbach's Alpha After Removing Some Items	No of Items	Remarks
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Political Influence	.728	6	Accepted
County Government Service Delivery in Kenya	.799	6	Accepted

**Table 3: Overall Kaiser-Meyer-Olkin Measures****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.775
Bartlett's Test of Sphericity	Approx. Chi-Square	573.159
	Df	78
	Sig.	.000

**Demographic Information**

This highlights the demographic information of the respondents that includes gender, age education level and job tenure. The findings are presented in Table 4.4. The study sought to assess the

demographic information of the respondents. Demographic information aides in the laying of social, economic foundations that might influence the direction of the investigation.

**Table 4: Demographic Information**

		Frequency	Percent
<b>Gender</b>	Male	55	61.11
	Female	35	38.89
	Total	90	100
<b>Age</b>	21-30	8	8.89
	31-40	32	35.56
	41-50	27	30
	50 and above	23	25.56
	Total	90	100
<b>Level of education</b>	Proffesional courses only	5	5.56
	Certificate/Diploma	10	11.11
	Bachelors	55	61.11
	Post Graduate	20	22.22

### Descriptive Analysis for Study Variables on the Likert-Type Scale

A descriptive statistic is a statistical description that quantitatively explains or summarizes features from a set of data. It's a crucial first step in doing statistical analyses. It helps in understanding how the data is distributed. The accuracy of the analyses is determined by the analysis of research findings using a Likert Scale. Four of the parts of the self-administered questionnaire in this sample included elements on a Likert style scale using the SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; and SA – Strongly Agree scale, as proposed by Alan (2001). The items in the Likert Scale were affirmative statements. Each of the four sections of Likert type scale format had six items. Items were

limited to six so as to increase the response rate. Frauke et al., (2008) argue that when a questionnaire is too lengthy, the response rate is low and the quality of the responses is compromised. In the study on equidistance of Likert-type scales and validation of inferential methods using experiments and simulations, Lantz (2013) indicates that Likert-type data are often assumed to be equidistant by applied researchers so that they can use parametric methods to analyse the data. Since the equidistance assumption is rarely tested, Lantz (2013) argues that the validity of parametric analyses of Likert-type data is often unclear and that the preferred statistical method to analyse Likert-type data depends on the nature of their non-equidistance as well as their skewness.

### Descriptive Analysis for Role of Citizen Participation On County Government Service Delivery in Kenya

**Table 5: Role of Citizen Participation On County Government Service Delivery in Kenya**

Role Of Citizen Participation On County Government Service Delivery in Kenya	N	Mean	STD Dev
Citizens are involved in planning for project development which has ensured effective implementation of projects	90	3.43	0.816
Citizens are sensitized of their roles in day to day operations of the corporations	90	3.95	0.894
There is high level of citizens communication concerning the corporation policy implementation	90	3.40	0.801
Citizens are involved in decision making concerning the policy implementation	90	3.61	0.872
Corporations arrange both formal and informal meetings with citizens to discuss the progress of the organizations	90	3.51	0.863
The citizens are involved in providing feedback to improve on the corporation policy implementation in the county	90	3.69	0.879
Citizens are empowered to make decisions towards the implementation of corporations project	90	3.72	0.888
Engage in collaborative problem solving with community members	90	3.74	0.890
Strengthening then political involvement of citizens in decision-making processes and in mechanisms for legitimacy and control;	90	3.96	0.898
Average		3.66	0.867

### Descriptive Analysis for Role of equity and inclusiveness on County Government Service Delivery in Kenya

**Table 6: Role of equity and inclusiveness on County Government Service Delivery in Kenya**

Role of equity and inclusiveness on County Government Service Delivery in Kenya	N	Mean	STD Dev
There is incorporates a gender perspective at all stages of the budgetary process	90	3.90	0.856
Encourage policies to increase the employment rate of populations with a marginalized tribes, those from lower socio-economic groups and young people	90	4.01	1.081
Enforces standards equally across all unit members	90	3.40	0.801
Promotes understanding of similarities and differences among tribe members	90	3.62	0.882

The corporation ensures that hiring policies does not discriminate anyone	90	3.51	0.863
Average		3.688	0.896

**Descriptive Analysis for Role of Accountability on County Government Service Delivery in Kenya**

The third objective of the study sought to examine role of accountability on County Government Service Delivery in Kenya. To achieve this, the respondents were required to give their rating on a five point Likert scale. Since the data was in ordinal

scale percentage was used to summarize the responses as shown in Table below on firstly, with a mean of 4.28 and standard deviation of 1.281 the study alluded judiciary system ensure accurate and verifiable budgeting) and for wider probity and legitimacy benefits;

**Table 7: Role of Accountability on County Government Service Delivery in Kenya**

Role of Accountability on County Government Service Delivery in Kenya	N	Mean	STD Dev
Ensuring accurate and verifiable budgeting) and for wider probity and legitimacy benefits;	90	4.28	1.281
There is high extent to which the management of the corporations are answerable for its actions.	90	4.05	1.091
The corporation often allow to be monitored by civil society groups and the media	90	3.40	0.801
The corporation is subject to oversight of by parliamentarians, national audit institutions, ministry of finance officials,	90	3.51	0.863
Citizens are able to demand that the corporation justifies its actions.	90	3.69	0.879
Citizens are able to sanction the corporation if it fails to meet corporation standards.	90	3.72	0.888
There is regular public audit on the corporation public	90	3.52	0.864
Managers are not only required to explain themselves but can also be punished if their behavior has been inappropriate	90	4.11	1.121
Average		3.785	0.9735

**Descriptive Analysis for Role of transparency on County Government Service Delivery in Kenya**

**Table 8: Role of transparency on County Government Service Delivery in Kenya**

Role of transparency on County Government Service Delivery in Kenya	N	Mean	STD Dev
The Judicial system reduces the distance between government service provider and user with more access to decision makers', information and platforms to raise concerns and issues.	90	4.28	1.281
The Judicial system provides multi-platform opportunities for dissemination and interaction with information.	90	4.05	1.091
The Judicial system provides visual and analytical tools for citizens to access government data and therefore simplifying traditionally presented government information (e.g. budgets).	90	4.01	1.081
The Judicial system provides real-time opportunities for citizen and interaction and feedback	90	3.40	0.801
The Judicial system corporation Increases the number of Internet users and personal computer usage;	90	3.62	0.882
The Judicial system increases the broadband capacity to allow for greater use of mobile devices for e-government;	90	3.72	0.888
The Judicial system develops content that citizens find important and useful	90	3.52	0.864
Average		3.8	0.984

**Descriptive Analysis for Moderating role of political influence on governance practices and County Government Service Delivery in Kenya**

**Table 9: Moderating role of political influence on governance practices and County Government Service Delivery in Kenya**

Moderating role of political influence on governance practices and County Government Service Delivery in Kenya	N	Mean	STD Dev
Judicial system leaders are genuine in what I say and do	90	4.28	1.281
Judicial system management is good at building relationships with influential people in political arena.	90	4.05	1.091
Most of Judicial system spends a lot of time at work developing connections with politician.	90	4.01	1.081
Judicial system leaders know a lot of important in politics and well connected.	90	3.40	0.801
Judicial system leaders are good at using my connections and network to make things happen at work.	90	3.62	0.882
Judicial system leaders have developed a large network of politicians and associates at work who they can call on for support when I really need to get things done	90	3.72	0.888

**Descriptive Analysis for County Government Service Delivery in Kenya**

**Table 10: Service Delivery**

Service Delivery	N	Mean	STD Dev
Tangibles: The Judicial system's physical facilities are visually appealing and are in line with the types of services provided	90	3.90	0.856
Reliability: We show sincere interest in solving customers problems and we provide services at the time we promise	90	4.01	1.081
Responsiveness: Judicial system employees promptly serve customers	90	3.40	0.801
Assurance: We make our Clients feel safe to access services at Judicial system	90	3.62	0.882
Empathy: We have our Clients' best interests at heart	90	3.51	0.863
Convenience: It is painless to receive services from the Judicial system	90	3.62	0.882

Inferential Statistics

Table 11: Correlation Analysis

		Judicial Service Delivery	Citizen Participation	Equity And Inclusiveness,	Accountability	Transparency
Judicial Service Delivery	Pearson Correlation	1				
	Sig. (2-tailed)					
	N					
Citizen Participation	Pearson Correlation	.739**	1			
	Sig. (2-tailed)	.000	.000			
	N	90	90			
Equity And Inclusiveness,	Pearson Correlation	.815**	.441	1		
	Sig. (2-tailed)	.000	.000	.000		
	N	90	90	90		
Accountability,	Pearson Correlation	.899**	.403	-.508	1	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	90	90	90	90	
Transparency	Pearson Correlation	.884**	0.303	0.305	0.280	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	90	90	90	90	90

\*\* Correlation is significant at the 0.01 level (2-tailed).

Because the p-value was less than 0.05, no variable was omitted from the model, according to the results in Table 12: As a result, we were unable to reject the null hypothesis.

H<sub>0</sub>: Model has no omitted variables

H<sub>a</sub>: Model has omitted variables

F (3, 308) = 3.98

Prob>F=0.0084

### Regression Analysis of the Overall Model

Sekaran (2003) argued that if the study seeks to analyse the data beyond means and standard deviations for example if there is need to examine the relationship between variables then bivariate analysis such as correlation and regression analysis are the most appropriate. Thus, the researcher applied Pearson correlation analysis to examine the strength of the relationship between governance practices and County Government Service Delivery

in Kenya.. Moreover, regression analysis was used to examine the nature of the relationship as well as test the hypothesis of the study. The level of significance was tested at 5% and according to Oso and Onen (2009) with this significance level then the researcher has 95% chances of making the correct decision that there exists a significant relationship between dependent and independent variable.

**Table 13: Model Summary for Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 <sup>a</sup>	.694	.691	.82018

a. Predictors: (Constant), citizen participation, equity and inclusiveness, accountability, transparency

From the findings in Table 13, the value of adjusted R square was 0.691 which suggests that 69.1% variation in the County Government Service Delivery in Kenya can be explained by changes in citizen participation, equity and inclusiveness, accountability and transparency. The remaining 30.9% suggests that other factors can be attributed

to variation in the County Government Service Delivery in Kenya that was not discussed in this study. The correlation coefficient (R) shows the relationship strength between the study variables. From the findings, the variables were strongly and positively related as indicated  $r = 0$

**Table 14: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.080	4	24.770	105.8547	.000 <sup>b</sup>
	Residual	19.903	85	.234		
	Total	118.983	89			

a. Dependent Variable: County Government Service Delivery in Kenya

b. Predictors: (Constant), citizen participation, equity and inclusiveness, accountability, transparency

The results in Table 15 indicated that the model was significant since the p-value (0.000) was less than 0.05 thus the model is statistically significant in establishing the role of citizen participation, equity and inclusiveness, accountability, transparency on County Government Service Delivery in Kenya. Further, the F-calculated (105.8547) was greater than the F-critical (2.432) suggesting the significance of the model [Note: the f-critical value is obtained from the f-distribution table].

From the results of the Table 15 above, the regression equation model was fitted as follows:

$$Y = 1.362 + 0.111 X_1 + 0.405 X_2 + 0.633 X_3 + 0.773 X_4 + \epsilon$$

The model equation above reveals that holding the variables citizen participation, equity and inclusiveness, accountability, and transparency to a constant zero, County Government Service Delivery in Kenya will be at a constant value of 1.362.

### Coefficients of Regression Analysis

**Table 15: Coefficients for Regression Analysis**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.362	.135		10.089	.000
Citizen participation	.111	.017	.101	6.529	.000
Equity and inclusiveness	.405	.079	.38	5.127	.000
Accountability	.633	.091	.604	6.956	.000
Transparency	.773	.173	.690	4.468	.000

a. Dependent Variable: County Government Service Delivery in Kenya

### Model Summary Moderating Effect Regression Analysis

dependent variable that could be explained by the moderated variables.

The model summary for the moderated equation was used to show the amount of variation in the

**Table 16: Model Summary for Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 <sup>a</sup>	.694	.691	.82018
2	.871 <sup>b</sup>	.759	.757	.56032

a. Predictors: (Constant), citizen participation, equity and inclusiveness, accountability, transparency

b. Predictors: (Constant), citizen participation, equity and inclusiveness, accountability, transparency X<sub>1M</sub>, X<sub>2M</sub>, X<sub>3M</sub>, X<sub>4M</sub>

From the findings in Table 16, the moderating variable, the value of adjusted R square increased from 0.691 to 0.757 an indication that the moderated variable explains 75.7% variation in the County Government Service Delivery in Kenya can be explained by changes in citizen participation, equity and inclusiveness, accountability and transparency. The remaining 24.3% suggests that

other factors can be attributed to variation in the County Government Service Delivery in Kenya that was not discussed in this study. The correlation coefficient (R) shows the relationship strength between the study variables. From the findings, the variables were strongly and positively related as indicated  $r = 0$

**Table 17: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.080	4	24.770	105.8547	.000 <sup>b</sup>
	Residual	19.903	85	.234		
	Total	118.983	89			
2	Regression	95.755	4	24.770	105.8547	.000 <sup>b</sup>
	Residual	46.153	85	.54297		
	Total	141.908	89			

a. Dependent Variable: County Government Service Delivery in Kenya

b. Predictors: (Constant), citizen participation, equity and inclusiveness, accountability, transparency

The results in Table 17 indicate that the model was significant since the p-value (0.000) was less than 0.05 thus the model is statistically significant in establishing the role of citizen participation, equity and inclusiveness, accountability, transparency on County Government Service Delivery in Kenya. Further, the F-calculated (105.8547) was greater than the F-critical (2.432) suggesting the

significance of the model [Note: the f-critical value is obtained from the f-distribution table].

### Coefficients of Regression Analysis

From the findings presented in Table 18 after the introduction of moderating variable, political influence, the following moderated regression model was fitted;

$$Y = 1.749 + 0.289X_1 + 0.427X_2 + 0.661X_3 + 0.780X_4 + 0.373X_1 * M + 0.235 X_2 * M + 0.381X_3 * M + 0.333X_4 * M$$

**Table 18: Coefficients for Moderating Effect Regression Analysis**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.749	.248		7.052	.000
Citizen participation	.289	.078	1.177	3.803	0.012
Equity and inclusiveness	.427	.126	0.025	3.389	0.032
Accountability	.661	.184	1.489	3.592	0.015
Transparency	.78	.167	0.099	4.671	0.006
2 X <sub>1</sub> M	.373	.116	1.927	3.216	0.026
X <sub>2</sub> M	.235	.034	0.182	6.912	0.001
X <sub>3</sub> M	.381	.093	1.95	4.097	0.013
X <sub>4</sub> M	.333	.063	0.69	5.286	0.005

a. Dependent Variable: County Government Service Delivery in Kenya

## SUMMARY, CONCLUSION AND RECOMMENDATION

### Summary

The current study stemmed from the realization of the research problem in literature role of governance practices on County Government Service Delivery in Kenya. Empirically most of the studies on the role of governance practices have been skewed towards use of primary data and only specific governance practices had been evaluated. Among the several studies which had been done in the Kenyan perspective majority have not examined the causal joint role of governance practices on County Government Service Delivery in Kenya. Consequently, the researcher's primary purpose was to examine the role of governance practices on County Government Service Delivery in Kenya. Further, the study sought to test four hypotheses; there is no significant role of citizen participation on

County Government Service Delivery in Kenya; there is no significant role of equity and inclusiveness on County Government Service Delivery in Kenya; there is no significant role of accountability on County Government Service Delivery in Kenya; there is no significant role of transparency on County Government Service Delivery in Kenya; there is no moderating role of political influence on governance practices and County Government Service Delivery in Kenya. In order to meet the overall objective and test the study hypotheses the study adopted

Cross sectional research design. The target population of this study will be 4,536 comprising of 7 Supreme Court judges, 29 Court of Appeal Judges, 96 High Court Judges, 497 Magistrates/Kadhis and 3,904 judicial staff. Stratified sampling technique was used to select a sample of 100 judicial staff in Kenya. Primary data was collected from 100 judicial



staff in Kenya which yielded a response rate of 100%. The independent variables attributed examined in the study were citizen participation, equity and inclusiveness, accountability, transparency. Descriptive analysis such as frequency, percentage,

mean and standard deviation were used to analyze the data which was summarized using figures and tables. Correlation analysis was used to examine the strength of the relationship between governance practices and County Government Service Delivery in Kenya and regression analysis was used to examine the nature of the relationship between governance practices, County Government Service Delivery in Kenya and moderating role of political influence. Prior to regression analysis tests for various assumptions were carried out, for example, normality test was tested using skewness and kurtosis, heteroscedasticity was tested using Breusch-Pagan test, homoscedasticity was tested using Cameron and Trivedi's decomposition test, Multicollinearity was tested using Variance Inflation Factors (VIF) and tolerance values. On overall 75.7% of the variation in County Government Service Delivery in Kenya can be explained by citizen participation, equity and inclusiveness, accountability, transparency while the remaining percentage can be explained by other factors excluded in the model. The findings of the study demonstrated that governance practices have effect on County Government Service Delivery in Kenya

### **Conclusions**

This section presents the general conclusions made in this current study on role of governance practices on County Government Service Delivery in Kenya with the following indicators of governance practices as citizen participation, equity and inclusiveness, accountability, transparency is that governance practices had a positive significant role on County Government Service Delivery in Kenya with the following indicator considered Accessibility, Reliability, Affordability, Responsiveness, Courtesy, Credibility and Competence

### **Recommendations**

With reference to the objectives of the study, the following recommendations were arrived at: citizen participation, equity and inclusiveness, accountability, transparency as governance should be the main pillar of on County Government Service Delivery in Kenya

Judicial system service should organize public participation meetings in a way that allows deliberative communication that is two-way and oriented towards problem-solving, as opposed to meetings that are restricted to the answering of questions and at which the organizers give no room for dialogue. This change of tack will allow clients to influence the decision-making process and will make them partners and not clients in the governance process.

Information on Judicial system budgets, legislation and project plans should be made easily available to the public. This can be achieved by operationalizing the Public Participation Guidelines (Government of Kenya, 2016), which call on Judicial system to ensure that citizens have access to information that is relevant and related to the oversight and policy-making process of the Judicial system.

The Judges, Magistrates should continue to take a leading role in public participation to legitimize the process and increase citizens' confidence in it. Further, the Judges, and Magistrates should ensure transparency and accountability by implementing any findings of the Office of Auditor General, as corruption negatively impacts meaningful public participation.

### **Areas of Further studies**

From the findings, the  $R^2$  was 75.7% which means that the independent variables (citizen participation, equity and inclusiveness, accountability, transparency) explained County Government Service Delivery in Kenya to an extent of 75.7% There are other factors which are not captured by the proposed model in this study which are captured by 24.3% which is not explained. Another study can be carried out to determine

other governance practices explaining 24.3% of County Government Service Delivery in Kenya in view of the study context and scope. This research did not address all the issues around the governance practices in any way and for that reason

it is recommended that alternative study be done in other institutions and arm of Government for instance in them perhaps applying the same factors used in this study so as to find out whether the outcomes will be consistent in an unlike setting.

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