EFFECT OF TRANSFORMATIONAL STEWARDSHIP ON SERVICE DELIVERY BY COUNTY GOVERNMENTS IN KENYA

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Effect of Transformational Stewardship on Service Delivery by County Governments in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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DEDICATION

This thesis is dedicated to my beautiful daughters Azaliah Wanjiru and Abigail Warigia for their unending support and belief in me. Your support has been priceless as you inspire me to steer to higher heights. Thank you for being my best friends. I wish to thank my parents, Mr.Daniel Maina and Mrs. Irene Maina and my sister Esther Maina for your encouragement this far.

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LIST OF ACRONYMS AND ABBREVIATIONS

CEC   County Executive Committee

EACC   Ethics and Anti-Corruption Commission

NPM   New Public Management

IDeA   Institute for Democracy and Electoral Assistance

OECD   Organisation for Economic Cooperation and Development

OPM/PSTD   Office of the Prime Minister, Public Sector Transformation Department

PSC   Public Service Commission

PPP   Public Private Partnership

PSB   Public service Board

PSRDS   Public Service Reform and Development Secretariat

TFDG   Task force on Devolved Government of Kenya

WB   World Bank

WDR   World Development Report

SHRM   Society for Human Resource Management

DEFINITION OF KEY TERMS

Transformational Stewardship

Leadership function in which those exercising leadership (those with legitimate authority as well as others throughout the organization) have developed certain attributes that guide their actions (Kee *et al* 2006)

Service delivery

Depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself/herself is the principal beneficiary (Whitaker, 1980).

Intrapersonal traits

Relatively stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group and organizational situations (Zaccaro *et al,* 2004).

Operational mindset

The style of leadership that a leader uses to influence the followers by balancing the concern for the people with concern for production or results (Kee, 2006)

Change consciousness

Leaders need to focus on the need of change itself rather that the source of the call for change by balancing top-down and bottom-up management, leading to successful change effort (Kee & Setzer 2006).

ABSTRACT

Globally, public sector leaders face a common set of challenges of delivering services that meet their customer expectations. Kenya has undergone significant changes over the years in a bid to improve its public service delivery with the latest being devolved governments that envisage bringing services closer to the people. Transformational stewardship is a concept that envisions a public leader equipped with certain traits that enable him/her to be a custodian of public resources. The purpose of this study was to investigate the effect of Transformational Stewardship in enhancing Service Delivery by devolved governments in Kenya. The specific objectives of the study were; to examine the effect of intrapersonal traits, operational mindset, interpersonal traits and change consciousness on service delivery by devolved government units in Kenya. Four research hypotheses were obtained in line with the objectives. The study adopted descriptive and correlational research design and the primary data collected through a structured questionnaire administered to the respondents. The study targeted 363 County officers drawn from various management cadres (Chief officers, Directors, Deputy directors and County assembly heads) focusing on Central Kenya Counties, specifically Kiambu, Kirinyaga, Murang'a, Nyandarua and Nyeri. Stratified random sampling technique was used to select the respondents, with simple random sampling within each stratum, and the sample size was 90 respondents. Descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data. Regression analysis was also carried out and findings used to display the strength of the relationship between the independent variable, Service Delivery, against all the four independent variables. F-tests were used to test the hypothesis of the study. The findings of this study indicated that there was a strong positive linear relationship between the independent variables; intra personal traits, operational mindset, interpersonal traits and change consciousness and were found to significantly affect service delivery. Change consciousness had the most robust effect while interpersonal skills had low effect. It is recommended that counties should identify transformational traits during recruitment and to nurture them to managerial positions. Change consciousness plays a significant

role in the running of counties thus efficient communication systems must be put in place to keep up with the dynamism that devolution presents. In addition personal staff competences should be enhanced through training. Staffing levels should be increased especially in county health facilities for better service delivery. Political interference should be mitigated and policies put in place to determine the kind of professionals needed to work in leadership positions in the county level. Further, it was recommended that complaint management systems should be improved to ensure equitability and sufficient public awareness conducted to sensitise the public on avenues of complaint management. Further research can be done to establish why new technologies (IFMIS and e-procurement) haven't improved service delivery in addition to other factors not considered in the study e.g work environment, employee competency and existing service delivery policies and their effect on service delivery.

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

Public expectation in the public sector performance in delivering services consistent with citizen preferences has been considered weak in developing countries. Globalization, localization, and information revolution are now empowering citizens to demand more accountability from their Governments. The World Bank acknowledges that in order to alleviate poverty and achieve Millennium Development Goals, a well-functioning public sector, delivering quality public services consistent with citizen preferences must be in place (Shar, 2005). Many senior HR leaders are also cognisant of this fact and have structured and restructured delivery of their services to meet the challenges of changing national and international business conditions (Taylor & Woodhams, 2012).

Managers in addition to having competencies (knowledge, skills and abilities) required to perform specific tasks or functions, must demonstrate leadership knowledge in order to successfully perform their roles, which include attributes/ personality traits. These may range from soft skills such as collaboration and resilience to more strategic skills and abilities such as forecasting and seeing the big picture. Having competency in these areas is vital for the individual's professional progression, particularly the development of competencies associated with leadership roles (SHRM, 2008).

Stewardship is an ideology of leadership that promises the means of achieving fundamental change in the way institutions are governed. It is a choice to preside over the orderly distribution of power by giving people at the bottom and the boundaries of the organization choice over how to serve a customer, citizen or community. It is also the willingness to be accountable for the wellbeing of the larger organisation by operating in service, rather than in control of those around us. It is concerned with creating a way of governance that creates a strong sense of ownership and responsibility

for outcomes at every level of the organization (Block, 2013). As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare (Makanyeza, 2013). In order to do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 1980).

Many developing countries, however, continue to suffer from unsatisfactory and often dysfunctional governance systems, inappropriate allocation of resources, inefficient revenue systems, and weak delivery of vital public services. Such poor governance leads to unwelcome outcomes for access to public services by the poor and other disadvantaged members of the society such as women, children, and minorities (Shah, 2005). A key argument supporting decentralization reform is that it can improve public service provision by better matching of finances with local needs. Decentralization of powers to sub-national Governments is one of the key reforms with wide implications on this issue. Despite the fact that most countries had initially pursued decentralization seeking goals different than economic efficiency and improvement in service delivery, this has been one of the supporting rationales for decentralization reform provided by many economists and other experts (Saavedra, 2010).

According to Rondinelli (1999) decentralization entails 'the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations or the private sector'. This transfer can be through deconcentration, delegation, devolution or privatization/deregulation and involves (a combination of) dimensions of fiscal, administrative, political and economic powers and functions (Rondinelli, 1981, 1999; Steiner, 2005; Rondinelli and Cheema, 2007; Phillip, 2009). Services whose delivery and financing is often decentralized include but are not limited to education, health, water, sanitation, public transport and infrastructure, roads maintenance, fire, housing and social welfare (Robinson, 2007).

It is against this background that this research intended to demonstrate how transformational stewardship affects service delivery within County Governments.

1.1.1 Concept of Transformational Stewardship

Stewardship requires a higher calling than just doing a job; it calls for proactive leaders who protect their organizations and their personal leadership skills against a future set of challenges. Stewardship is the umbrella idea that promises the means of achieving fundamental change in the way institutions are governed and principally means to hold something in trust for another. (Block, 2013).

We are now operating in an age of total transparency, in which unscrupulous behaviour can no longer be swept under the carpet and consumers/citizens are increasingly vocal about their desire for companies and Governments to demonstrate social conscience as well as pursuit of profit. These changing times call for a fundamental departure from the leadership styles of the past (Kurt & Peters, 2014).

Given the strong change influences that have emerged in the contemporary public leadership landscape, how does the concept of transformational stewardship provide a viable path for fulfilling the responsibilities of public service? In order to answer this question, we first address the seeming paradox of public sector leaders as both change agents and stewards of the public trust as they seek to accomplish their organizational roles and responsibilities. At the heart of this discussion is an ongoing debate about managerial discretion and the role of public managers that harkens back to the Finer (1940)-Friederich (1940) debate—arguments that have recently been rejoined in the discussion between advocates of "New Public Management" (NPM) and those that see the role of public managers as conservators within a tightly controlled system of democratic accountability (Kee, J. E., Newcomer, K., & Davis, S. M., 2007).

Transformational stewardship, in the broadest sense, can be thought of as a leadership function in which those exercising leadership (those with "legitimate" authority as well

as others throughout the organization) have developed certain attributes that guide their actions (Kee, *et al*, 2007). These attributes reflect leaders' personal outlook or beliefs (their inner-personal beliefs or traits), how they approach a situation (their operational mindset), how they involve others in the function (their inter-personal actions/interactions with others), and their commitment to change and innovation (their change-centric approach).

Stewardship is a governance strategy designed to create a strong sense of ownership and responsibility for outcomes—including change—at all levels of the organization. It also means giving more control to citizens, and creating self-reliance and partnerships among the organization's stakeholders (Kee, 2003). Thus, the concept of transformational stewardship is a vision of the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership. This concept envisions an active public leader, facilitating change through building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing—to the extent possible—potential losses associated with change (Kee & Whitney, 2006).

The steward leadership model empowers managers to become leaders who serve something greater than themselves, take courageous stands for the common good, mentor and coach others, as well as delivering results with others. This enables the executives of the future to build strong sustainable organisations that are held in trust for future generations - in sharp contrast to a conventional command-and-control leadership style, solely focused on reducing costs and creating profit (Kurt & Peters, 2014).

Nine dimensions of stewardship leadership suggested by Kurt and Peters are; personal mastery, personal vision, mentoring, valuing diversity, shared vision, risk taking and experimentation, vulnerability and maturity, raising awareness and delivering results. The implications of public leaders as transformational stewards are more significant than they may appear. For public leaders and managers to fulfill their role as leaders of

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change, many of our traditional assumptions about the nature of public service must be reconsidered and reconciled. This reconciliation must occur at several levels – from the conceptualization and rationale behind the public leader's place in government, to the roles, practices and skills that characterize transformational stewards and their organizations (ibid).

1.1.2 Concept of Service Delivery

Service delivery has been defined as the actual production of a service such as collecting refuse and disposing it or lighting the streets by Municipal Research and Services Center (MRSC,1993). This view is supported by Stauss (2005) who suggests that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than the physical resources. Depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself/herself is the principal beneficiary (Whitaker, 1980).

Government and government institutions and the public service should deliver services that a society requires to maintain and improve its welfare as a fundamental responsibility. To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 1980). Block (2013) observes that the experience of service is lacking as opposed to commitment to service. He suggests that authentic service is experienced only when there is; a balance of power, primary commitment to the larger community, each person joining in defining purpose and deciding the kind of organisational culture and a balance and equitable distribution of rewards.

Ghatak (2007) posits that public services are a key determinant of quality life that is not measured in per capita income. Service delivery is therefore stressed as an important feature of poverty reduction strategy (Manyenza, 2013). Service delivery is vital to

poverty alleviation and key to realizing the Millennium Development Goals (MDGs) as emphasised by (Hernandez, 2006).

Malaysian public sector organizations recognized that they had to improve and strengthen the values of good governance regularly in order to perform their excellent service delivery for a long period of time, as the public expectation increasingly becomes demanding, (MohdSidek, 2007; Siddiquee, 2009). In the Malaysian context, poor governance of public sector has been related to ineffectiveness and inefficiency of service delivery which is indicated by various complaints such as abuse of power, slow action and unethical behaviors among the employees made by the public (Public Complaint Bureau (PCB), 2012).

As discussed earlier, South Africa has also had its fair share of issues on service delivery from a background of apartheid and post-apartheid era. The post-1994 public service inherited a system that was ineffective and inefficient in addressing the service delivery needs and demands of the South African society thus an ethos and culture of service delivery first had to be created by the public service (Ncholo, 2000). Several initiatives were adopted to counter this namely by; adoption of the White Paper, PPP and alternative service delivery.

Closer home, a study on strategies to improve service delivery in local authorities such as Kajiado County found that the major causes of poor service delivery in local authorities were: Councillor interference and political manipulation, corruption and lack of accountability and transparency, inadequate citizen participation, poor human resource policy, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation (Makanyeza, 2013).

In Kenya, the Vision 2030 stands out as the main driver for a citizen-focussed, and result oriented public service. Several initiatives have been adopted to enhance County public service delivery in Kenya. Among these initiatives is introduction of service delivery

charters, citizen surveys to provide a viable method of obtaining regular feedback on the progress of the recently introduced Huduma Centres model among others (Abdalla, A. G., Kiragu, J. K., Waswa, F. A., Ono, F. T., Kariuki, J. W., & Ikua, D. M., 2015). The effectiveness and efficiency with which public services are provided to support inclusive growth, economic innovation and competitiveness and maintaining quality places is key to the success of the Counties (Task Force on Devolved Government of Kenya, 2011). The guiding principles for designing service delivery mechanisms were cited to include efficiency, effectiveness, inclusivity and participation in the service delivery cycle.

1.1.3 Service Delivery – Global trends

Many countries since 1980s, developed or developing, have been embarking on public sector management reforms. Public service delivery has been enacted in many countries, for instance, the USA's Government Performance and Results Act (GPRA), UK's Citizens' Charter, Australia's Public Service Act, Japan's Public Service Reform Act, etc. The former active, direct, and leading role of public governance has increasingly been replaced with a more passive, indirect, catalytic, and facilitating role, as observed not only in high-income countries such as Australia, Belgium, Canada, France, New Zealand, the UK, the USA, Singapore, and South Korea, but also in middle- and low-income countries such as Malaysia, Thailand, Argentina, and India (Frost & Sullivan, 2012).

However, despite the tremendous efforts and resources allocated to reforms, many countries have not achieved their initial goal of developing and transforming their societies to the desired standards. Quality health services, education and housing still remain out of reach for many communities, with a few exceptions of successful cases (Malaysia, for example). These reform efforts are driven by the transformation of public administration by the changing dynamics of demand and supply of public services. The new public administration puts into account the needs of the citizens' rather than the

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governments'. More recently, reform trends are concerned with finding alternative approaches to organizing and managing the public services (Frost & Sullivan, 2012).

This study considered the Malaysian and South African examples of successful public service delivery reforms. Malaysia is a middle and low income country which has had many strategies put in place to turn around its public service by putting in place institutional as well as behavioral aspects of service providers. South Africa on the other hand had been under apartheid rule for many years and has transformed its public service after independence to accommodate the Africans who had been left out as managers in the public service.

1.1.4 The Malaysian Experience

The public service delivery system in Malaysia has undergone significant transformation as a result of reforms and innovations introduced during the past decades with emphasis on leaner and productive public service, efficiency and effectiveness of service delivery mechanisms, strengthening relationship with the private sector, and streamlining the procedures which would eventually help Malaysia to face the challenges of the changing times and achieve the nation's developmental objectives. Despite these changes since the 1980s, increased concerns for developing efficient delivery systems, the traditional public management structures and values have remained largely intact. In the 1990s, the reforms attempted to change public service culture by emphasizing on pro-active public service, quality improvement and customer focus, accountability, results-orientation and innovative service delivery under electronic government, among others (Painter, 2004).

Malaysia has followed the global trends of public management reform and introduced a wide variety of innovations in the public sector. The service delivery system has been a major focus of reform efforts, seeking to bring about major improvements in terms of efficiency and the quality of governance; reform measures have altered the institutional and procedural aspects of service delivery system as well as the behavioural aspects of

service providers. This has been achieved by streamlining the service delivery system, simplification of rules and procedures, upgrading of counter services and modernisation and introduction of new codes of conduct for officials. In addition there has been introduction of quality management, customer charters and e-government. However, despite all promises and achievements, evidence shows that the overall impact has remained limited and that the public service continues to suffer from a number of serious limitations and challenges, among them being; high incidence of corruption, bureaucratic inefficiency, lack of competence and professionalism among public officials, procedural complications and delays in service provision and eroding competitiveness (Siddiquee, 2008).

Several recommendations have been made by Siddiquee, (2008) in his studies on service delivery innovation in Malaysia. These are; to improve the quality rendered by the Malaysian Government by putting in place more robust initiatives to combat bureaucratic corruption and declining professionalism, continuous efforts must be made to streamline and expedite service delivery even further, sustaining and consolidating the ongoing drives and initiatives and routinely monitoring their progress and performance in terms of expected results. Initiatives like QCC, TQM, Clients Charter and benchmarking at the agency level may also be explored.

The Malaysian experience shows that while there is no shortage of innovative measures, the implementation is uneven and at times, some of them gradually lose sight of reforms. Continued emphasis and sustained implementation of measures that have been found promising is necessary. In order to improve governance and service delivery, it was further recommended that the agencies undertake regular evaluations to assess how the clients view their current levels of service in terms of speed, convenience and accessibility. Such surveys should also seek to assess the service needs and expectations of their clients so that service delivery improvement drives precisely respond to the priorities expressed by them (Siddiquee, 2008).

1.1.5 Service Delivery - The South African experience

The new South Africa Government came into existence in 1994 and faced a massive task of fiscal, political, social and economic transformation, all of which required an effective public service capability. The public service itself had been subject during the Apartheid era to the same limitations as other key South African institutions, which included substantial isolation from contemporary influences elsewhere, the impact of excluding the majority of the population of the Country from opportunities to exercise power and influence in the public service, and an inability to overcome certain rampant social and economic problems such as HIV/AIDS, unemployment, poverty and crime (Russell & Bvuma, 2001).

The transformation required was from a traditional, extensive and expensive bureaucracy to a more flexible and less bureaucratic mode; from a public service culture and complement dominated by one culture/language group to one in which power was shared among several culture and language groups, and from a policy environment in which the "advantaged" members of the community received premium service compared with members of disadvantaged communities, who may have received little or no service in many key public service functions. The changes required were to include institutional, cultural and policy changes, and, associated with all of these, significant alterations in patterns of resource allocation as programs were extended or new programs added to meet the needs of disadvantaged communities not previously served.

The scale of change required was massive, and included extensive reforms of traditional public service structures, as well as a range of innovative approaches to alternative service delivery. Since 1994, a massive series of public service changes have been implemented which include: rationalisation and amalgamation of former national, provincial and homeland public services into a single unified public service structure, creation of new central personnel agencies designed to provide strong leverage for change by creating a new Department of Public Service and administration through the

Public Service Laws amendment Act 1997, enactment of new public service legislation and regulations and English being made the official language of administration deviating from the Afrikaans language.

Undertaking so much reform within a five-year period meant change on a large scale. These changes included: creation of a new unified public service from diverse precedents; creation of new central agencies to manage the public service; almost immediate devolution of key powers to departments and provinces, conversion of the language in which regulations are written. All this had to be accomplished while facing significant problems of cultural adaptation; over manning; the need to overcome long-standing isolation, the need to ensure a senior management echelon committed to change, and pressures to deliver results quickly. By the year 2000, the public service had been unified, reduced in numbers to around 980,000, converted to English speaking, and seen most management powers devolved (Russell & Bvuma, 2001).

Later, alternative service delivery came to be a key objective for the same reason, namely that it is by tangible service delivery results that the public service is most properly judged, especially in a country where service delivery benefits had long been inequitably distributed. The key service delivery improvement initiatives were three, namely: Batho Pele, public private partnerships and alternative service delivery.

The White paper on transforming public service delivery – Batho Pele was published in 1997 with a view to improving departmental service delivery founded on eight service delivery principles which were; to regularly consult with customers, to set service standards, to increase access to services, to ensure higher levels of courtesy, to provide more and better information about services, to increase openness and transparency about services, to remedy failures and mistakes and to give the best possible value for money (PSC, 2000).

In June 2000, a comprehensive survey was conducted on the Batho Pele initiative for the public service commission. The survey concluded that; not enough was being done to consult public service customers about their needs, service standards weren't properly displayed and users weren't aware of their existence, there was lack of commitment by departments to improve access to services, there was need for emphasis of importance of courtesy to serving customers and regular customer satisfaction surveys, limited efforts were being made to provide complaint handling facilities and exploration of alternative service delivery options among others.

In 1997, the South African Cabinet approved creation of interdepartmental task force to explore ways to make PPP a more viable option for performing selected departmental functions on behalf of national and provincial government departments. The task force addressed six issues, namely; an audit of PPP activities in South Africa, analysis of possible fiscal impacts, preliminary scan of the legal framework, consideration of institutional options, review of international practices and an assessment of organizational capacity to carry out PPP. The PPP approach mainly uses the expertise, investment and management capacity of the private sector to develop infrastructure, as well as to improve and extend efficient services to communities (Van Niekerk, Van der Waldt & Jonker, 2001).

In addition to the two initiatives discussed earlier, the Alternative service delivery was adopted. This entailed identification, development and adoption by public departments and agencies of means of delivering services other than through traditional, hierarchical bureaucracy. It also sought to focus attention on innovative delivery solutions at the customer end. To a large extent this approach was developmental as it involved the nurturing and support of creative solutions by those directly responsible for customer service innovation, transforming the role of top management into supporters and advocates for service delivery achievement rather than micro managers or controllers.

The South African experience has shown that the adoption of policies such as Batho Pele for the improvement of customer service behaviour has been important. Marketization policies such as public private partnerships have also a role to play. A wide range of other steps however, is also needed to encourage service delivery improvement at the customer end by improving staff development and training, fostering of innovation, comprehensive review and accountability procedures, fight against corruption and deployment of resources from low to higher priority areas.. Central bodies play a role of promoting a comprehensive framework of options, of disseminating best practice, and of celebrating and rewarding achievement. Such an approach is consistent with a devolved and empowered model of public sector management, and allows socially responsible change to take place instead of the narrower, more doctrinaire and socially damaging approaches, which have been implemented elsewhere (Van Niekerk,*et al.*2001).

1.1.6 Service Delivery - The Kenyan Experience

Upon Kenya attaining her independence in 1963, the Government took upon itself the task of providing basic needs and services in response to the needs and aspirations of its citizens. The Public Service had other responsibilities among them; coordination of national development, promotion of economic growth and managing industrial and commercial concerns where Government had interest. This ultimately led to a larger Public Service at the grass root levels and also supervisory and management which resulted in overstretching the capacity of the Service leading to poor performance, low productivity and ultimately poor service delivery (Office of the President PSRDS, 2005). This necessitated public sector reform and transformation efforts towards improving public sector performance and overall public service delivery, which was to be achieved by overhauling administrative systems to better serve the needs of the government and the citizenry with improved public services to reduce poverty, improve livelihoods and sustain good governance. The first attempts at the reform and transformation of the

public sector in Kenya began in 1965 but started to be implemented in the early 1990s (OPM/PSTD, 2010).

Like other African Countries, these efforts in Kenya have been driven primarily by the fact that the state bureaucracy in the Country has been underperforming and public service delivery has not been serving the public interest within its most optimal capability. The reforms in Kenya evolved and culminated in the notion of re-engineering of the public sector in the context of public sector transformation, drawing on elements of what came to be known in the literature and practice as the "New Public Management" (NPM). This concept aimed at fostering a performance-oriented culture that seeks to revamp the process through which public organizations operate in order to increase efficiency, effectiveness, and encompassing client-oriented, mission-driven, and quality-enhanced management, which in turn improves service delivery (Hope, 2013).

Between 1993 and 1998, the government launched the Civil Service Reform Program (CSRP - 1) to enhance public service efficiency and productivity. This focussed on cost containment (OPM/PSTD, 2010) and was geared towards reduction of the mainstream civil service (World bank, 2001) by restructuring the organisational structure, downsizing of the service, compensation geared towards attracting and retaining staff, rationalization of personnel management policies and introduction of financial and performance management through transparency and accountability (Nzioka, 1998). This initiative however did not produce the desired results and several loopholes were identified among them; need for adequate planning before implementation of any reform, need for training and capacity development, need to adopt new technologies, especially information technologies and the importance to build acceptance of reform initiatives especially among top managers in the service (Nzioka, 1998).

This led to CSRP II which focussed on rationalisation of ministerial functions and structures, staff rationalization and management of the wage bill, pay and benefit reforms, performance improvement initiatives and training and capacity building (World

Bank, 2001). Many factors affected the implementation and outcome of CSRP II. These factors were for example; lack of government commitment to consistent and steady reforms, the implementing agency lacked political goodwill, lack of proper planning and lack of ownership of the process.

In 2002 the Economic Recovery Strategy was introduced which was aimed at improving good governance by accelerating on-going ministerial rationalisation and development of strategic plans, introduction of performance based management practices in the public sector, undertaking of job evaluations, undertaking of service delivery surveys in all ministries, developing and installing service charters, development of clear recruitment and training policies and putting all permanent secretaries and chief executives of parastatals on performance contracts (Republic of Kenya, 2003). In order to fast track these initiatives the government launched Results-based management in September, 2004 (OPM/PSTD, 2010).

In 2008 the government released its Medium Term plan (2008-2012) which was to support the realisation of the Kenya Vision 2030 (covering 2008 to 2030). With the introduction of the Office of the Prime Minister, a strategic plan was launched covering 2009 – 2012. Its goal was to provide quality and timely services at all times to the citizenry, improved government performance, accelerating existing initiatives and extending them across all public services, steer Public Service Reform to enable good policy and delivery.

In response to the complaints and challenges that were faced by the public, the government introduced Huduma Centres in November 2013, where citizens could obtain their passports, land title deeds, identity cards, Kenya Revenue Authority personal identification numbers and driving licences without having to travel to Nairobi. Among other changes that were introduced in the public service included; introduction of one stop Huduma Service Centres to provide customer services to citizens from a single location, online e-Huduma web portal to provide integrated services offered by various

government ministries, departments and agencies and a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services (Abdalla *et al,* 2015).

With the enactment of the New Constitution in 2010, devolved government units were created with a main view of bringing services closer to the people. Performance of decentralized services by County Governments may be measured by indicators of allocative efficiency, accountability and reduction of corruption, and equity in service delivery (Muriu, 2012). It is against this background that this study sought to find out how the role of Transformational Stewardship as a leadership trait enhances service delivery in the public service with a bias to the devolved government units in Kenya.

1.1.6 Context of the study: County Governments in Kenya

Not to be confused with the defunct County Councils of Kenya, the Counties of Kenya are geographical units envisioned by the 2010 Constitution of Kenya as the units of devolved government. The powers are provided in Articles 191 and 192, and in the Fourth Schedule of the Constitution of Kenya and the County Governments Act of 2012. There are 47 Counties whose size and boundaries are based on the 47 legally recognised Districts of Kenya. Following the re-organisation of Kenya's National administration, Counties were integrated into a new national administration with The National Government posting County Commissioners to represent it at the Counties.

County Governments are responsible for: County legislation outlined in article 185 of the Constitution of Kenya, executive functions outlined in article 183, functions outlined in the fourth schedule of the constitution of Kenya, functions transferred from the national government through article 187 of the constitution of Kenya, functions agreed upon with other Counties under article 189 (2) of the Constitution of Kenya, and establishment and staffing of a public service under article 235 of the Constitution of Kenya. Decentralisation, in particular devolution shifts points of service delivery from

central government to local Governments resulting in significant changes in budget allocations as well as service delivery (Task force on Devolved Government of Kenya, 2011).

County Governments' major aim was improving service delivery to its citizenry by ensuring that policies formulated by National Government are implemented as required, so that services are delivered to the benefit of its citizens (Muriu, *et al* 2013). This study sought to establish whether Transformational Stewardship traits are enhancing service delivery in the public sector especially in the context of the Devolved Government with reference to transformational stewardship traits among its leaders.

1.2 Statement of the Problem

At independence in 1963, Kenya inherited a highly centralised bureaucracy from the colonial administration. This bureaucracy was chiefly sustained through the institution of provincial administration to facilitate direct rule and governance alongside civil service (Nyambane, 2014). One of the key challenges in respect of public service delivery under the past constitutional dispensation was the lack of clarity in assigning responsibility as well as lack of awareness on the part of citizens as to exactly which level of government was responsible for a service (Task force on Devolved Government of Kenya, 2011).

One of the key flagship programmes and projects for 2013 − 2017 is public service transformation strategy that seeks to create a highly motivated human resource capacity for efficient public service delivery, in addition use of ICT and the Huduma intergrated service delivery model (SMTP, 2013). Implementation of devolution and the transition process toward this has been problematic and has faced a number of challenges which have been the sole reason for under optimisation of its performance. Some of these challenges are; intergovernmental, administrative, legislative, policy, institutional conflicts among others (Nyambane, 2014).

At the inaugural Council of Governors' Devolution Conference held in Kwale in early April 2014, Governors and their counterparts in local leadership met to discuss the challenges and milestones after accepting their positions. The conference made several recommendations on making devolution successful among them being; enhancing accountability by building robust audit frameworks, elevating civic education by providing citizens with the necessary data and information in an easy to understand format, supporting and developing programmes that stimulate community development and increase citizen participation and inspiring good governance by building the capacity of civil society organizations working in the Counties to understand open governance practices and facilitate knowledge sharing among them. These are issues similar to those reported by Makanyenza (2014).

The concept of good governance thus is key in successful implementation of the devolved government functions. The study was motivated by the need to establish whether leaders in county governments have had any impact in improving service delivery through their leadership traits especially transformational stewardship traits i.e intrapersonal traits, operational mindset, interpersonal skills and change consciousness being custodians of public resources. This will show if good governance is playing its role in service delivery to ensure efficiency, accountability and equitability of resources. There has been a myriad of challenges facing service delivery by the devolved units such as the never-ending strikes, lack of coordination, embezzlement of public resources as well as lack of accountability (EACC, 2015).

1.3 Research Objectives
1.3.1 General Objective

The objective of this study was to establish the effect of transformational stewardship in enhancing service delivery by Devolved Government units of Central Kenya.

1.3.2 Specific Objectives

The specific objectives of this study were:

1. To examine effect of intra personal traits on service delivery by Devolved Government units in Kenya.
2. To examine effect of operational mindset on service delivery by Devolved Government units in Kenya.
3. To examine effect of inter personal traits on service delivery by Devolved Government units in Kenya.
4. To examine effect of change consciousness on service delivery by Devolved Government units in Kenya.

1.4 Research Hypotheses

The study tested the following research hypotheses:

1. Ha_1: Intra personal traits effect service delivery by Devolved Government units in Kenya.
2. Ha_1: Operational mindset effect service delivery by Devolved Government units in Kenya.
3. Ha_1: Inter personal traits effect service delivery by Devolved Government units in Kenya.
4. Ha_1: Change consciousness effect service delivery by Devolved Government units in Kenya.

1.5 Significance of the Study

1.5.1 Public Sector

For decades, the public sector has been crippled by poor performance evidenced by poor provision of services. Therefore transformational stewardship would go a long way in

ensuring that this vice was minimised and that provision of services was enhanced. Findings on the role of stewardship in enhancing service delivery provided insights on the areas that the public sector needs to put more emphasis on. Change consciousness was found to be very significant towards enhancing service delivery.

1.5.2 County Governments

Many of the County Governments in Kenya are in the process of enhancing service delivery. The findings of this study provided the Governments with useful information on the role of transformational stewardship in enhancing service delivery. Findings from the study indicated that intra personal traits, inter personal traits, operational mindset and change consciousness have a positive effect on service delivery and leaders are therefore encouraged to embrace them in order to enhance service delivery within their jurisdiction.

1.5.3 Academicians

The field of transformational stewardship in County Governments in Kenya has not been explored. This study has therefore opened opportunities for researchers, students and scholars who would be willing to venture into this field. The findings have provided a good foundation for further studies on this subject. The study concentrated on four stewardship traits. Other traits can therefore be explored if indeed they enhance service delivery.

1.6 Scope of the Study

This study was limited to establish the effect of transformational stewardship in enhancing service delivery in the public sector, focusing on County Governments in Kenya. For maintenance of a practical scope, the study concentrated on Central Kenya Counties (Kiambu, Kirinyaga, Murang'a Nyandarua, and Nyeri). Transformational stewardship was examined by analyzing the effects of intrapersonal traits, operational

mindset, interpersonal skills and change consciousness on service delivery in County Governments in Kenya. The unit of analysis was Chief Officers, Directors, Deputy Directors and Heads of County assembly in each County. These are senior officers in the County Governments and therefore had vast management experience. They provided good insight in this study since they provide leadership to those below them.

1.7 Limitations of the Study

The respondents in this study were in managerial positions thus were difficult to access due to the unpredictability of their diaries. Effort was however made to follow up the respondents in order to get responses. Another limitation in the study was the apparent apathy to academic research. There were officers who felt that they were too senior to be engaged in academic research since it didn't contribute to direct returns to their Counties. We were able to convince them that the findings could make contributions to policy. The study was not able to cover a large geographical area due to financial constraints thus it focused on Central Kenya Counties.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter gives a review of the literature related to transformational stewardship and service delivery in the public sector. The chapter commences by giving a theoretical framework and looks at the theories that relate to the study objectives. The chapter also gives the conceptual model that shows the relationship between the dependent and independent variables. Empirical data review is carried out and research gaps identified.

2.2 Theoretical Framework

A theoretical framework is a collection of interrelated ideas based on theories used to explain a phenomenon. There are many studies related to transformational Stewardship but this study relied on two theories as discussed below:

2.2.1 Stewardship Theory

Stewardship is defined as the careful and responsible management of something entrusted to one's care (Merriam-Webster 1999). This definition has been enriched to include the management of the property or resources belonging to another in order to achieve the owner's objectives (Wilson, 2010).

Davis et al (1997) introduced the stewardship theory as a means of defining situations in which managers are not motivated by individual goals but rather are stewards whose motives are aligned with the objectives of principals. Corbetta and Salvato (2004) suggested stewardship theory and its humanistic model of man as applicable within family firms' context. The Stewardship theory posits that Board of Directors and Chief Executive Officer will act as good stewards of the family firms' assets and will pursue the interests of the firm even if the interest of executives differ from family interest (Rotich, 2014).

This theory further argues that executives don't need compensation packages that will motivate them to strive for a higher firm value. The absence of self interest is more pronounced in a family firm where leadership is controlled by the family. The opportunistic steward believes in gaining a higher utility with pro-organizational behavior instead of self-serving behavior (Davis *et al*, 1997). They also argue that the psychological factors that drive stewards are intrinsic motivation, organizational identification, and the use of personal power. The situational mechanisms that affect stewards are involvement, trust, performance enhancement, and collectivism.

Another concise history of stewardship and its relationship to accounting is by Higson and Tayles (1996), who began with a brief history of financial statements and stewardship's relationship with the purpose of financial reporting. The researchers demonstrated, starting with ancient Roman farming and moving through the Middle Ages, that record-keeping was done, not to calculate profit and loss or return-on investment, but to prevent theft and other unrecorded losses that were under the management of the steward.

Stewardship Theory has been framed as the organizational behaviour counterweight to rational action theories of management (Donaldson & Davis, 1991 and 1993). This theory holds that there is no conflict of interest between managers and owners, and that the goal of governance is, precisely, to find the mechanisms and structure that facilitate the most effective coordination between the two parties (Donaldson, 1990). Stewardship Theory holds that there is no inherent problem of executive control, meaning that organizational managers tend to be benign in their actions (Donaldson, 2008). The essential assumption underlying the prescriptions of Stewardship Theory is that the behaviours of the manager are aligned with the interests of the principals. Stewardship Theory places greater value on goal convergence among the parties involved in corporate governance than on the agent's self-interest (Van Slyke, 2006). This is appropriate in analyzing the public sector, as the goal of public service is not the benefit of one or a few but the greater good of all.

The 'model of man' in Stewardship Theory is someone whose behaviour is ordered such that pro-organizational behaviours have higher utility than individualistic behaviours This model of man is rational as well, but perceives greater utility in cooperative behaviours than in self-serving behaviours. A steward's utility function is maximized when the shareholders' wealth is maximized. The steward perceives that the utility gained from interest alignment and collaborative behaviour with the principal is higher than the utility that can be gained through individualistic, self-serving behaviours (Davis *et al*, 1997).

Stewards are motivated by intrinsic rewards, such as reciprocity and mission alignment, rather than solely extrinsic rewards. The steward, as opposed to the agent, places greater value on collective rather than individual goals; the steward understands the success of the organization as his own achievement. Therefore, the major difference between stewardship and agency is on the nature of motivation. Agency Theory places more emphasis on extrinsic motivation, while Stewardship Theory is focused on intrinsic rewards that are not easily quantified, such as growth, achievement, and duty.

The first application of stewardship theory specifically to Non-Profit Organisations occurs in a short paper by Dicke and Ott (2002) who conducted an empirical study to identify the prevailing types of values found in human service organizations that would correlate with service quality. They concluded that stewardship theory should not be dismissed yet as a conceptual foundation for the development of methods for ensuring accountability in human services contracting.

Stewardship theory is still a relatively undeveloped field and needs additional research, particularly as it applies to non-profit governance and leadership (Wilson, 2010). This research looked at transformational stewardship in the public sector unlike in private owned firms where this theory emanates. Kee *et al* (2007) argued that Stewardship is a governance strategy designed to create a strong sense of ownership and responsibility for outcomes—including change—at all levels of the organization. It also means giving

more control to citizens, and creating self-reliance and partnerships among the organization's stakeholders. This theory is therefore appropriate to the study since it seeks to investigate the effect of the leader as a custodian of public resources on service delivery.

2.2.2 Transformational stewardship: Public sector change model

The concept of transformational stewardship is a model proposed for the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership (Kee *et al,* 2007). This concept envisions an active public leader, facilitating change through building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing—to the extent possible—potential losses associated with change.

This theory proposes that for public service leaders to be effective change agents then many of traditional assumptions about the nature of public service must be reconsidered and reconciled. This reconciliation must occur at several levels – from the conceptualization and rationale behind the public leader's place in government, to the roles, practices and skills that characterize transformational stewards and their organizations. This perspective of public leadership is presented in three important aspects of transformational stewardship; first by exploring the concept of transformational stewardship as a new way to define public leadership, secondly by presenting a specific tool to enable public leaders to manage the risk of change better and finally consider specific roles and responsibilities of transformational stewards in relation to the different aspects of a particular change (Kee *et al,* 2007).

Transformational stewardship is a relatively new concept in public service management. Kee *et al* (2007) in their work on leading public sector change argued that as transformational stewards public leaders must pursue organisational transformation,

while serving as stewards of their organisation and core public administration values. Transformational stewardship is therefore a dynamic equilibrium reflecting dedication to service and strategy, and agility and accountability. Attributes of transformational stewardship are proposed as being vital in the leadership function that guides leaders' actions. The attributes of transformational stewardship are those that reflect leaders' personal outlook or beliefs (their inner-personal beliefs or traits), how they approach a situation (their operational mindset), how they involve others in the function (their inter-personal actions/interactions with others), and their commitment to change and innovation (their change-centric approach). Figure 2.2 illustrates their inter relationships.

Transformational stewardship attributes	Risk assessment framework	Roles and responsibilities of the Transformational Steward
• Intrapersonal skills • Operational mindset • Interpersonal skills • Change	• Complexity of change • Intensity of stakeholders perception of their stake • Change capability of	• Change complexity • Stakeholder perception • Organizational capability

PUBLIC SECTOR CHANGE

Figure 2.1: Transformational Stewardship: Public sector change model

Source: Kee *et al* (2007)

Another outstanding contribution to the field of transformational stewardship is by Kurt and Peters (2013) in their book Steward Leadership: A maturational perspective. They observed that steward leadership empowers managers to become leaders who serve

something greater than themselves, take courageous stands for the common good, mentor and coach others, as well as delivering results with others. They borrow heavily from the trait theory by identifying key behaviours that form the framework for steward leadership. They identified nine dimensions *viz*; personal mastery, personal vision, mentoring ,valuing diversity, shared vision, risk taking and experimentation, vulnerability and maturity, raising awareness and delivering results. They propose that organisations that want to develop steward leaders need to shift their approach to development and place higher priority on providing immersive, experiential learning that has an impact on leaders at an emotional level and motivates and inspires them to embed sustainability in the business.

This study adopted the Transformational stewardship model by Kee *et al* (2007) and the steward leadership model by Kurt and Peters (2013). These two models shed light on the key attributes that leaders should have in order to become transformational stewards in public sector leadership. This study sought to explore whether these attributes affect service delivery in the public sector focussing on the Devolved Government units in Kenya.

2.2.3 Trait Leadership theory

The trait approach is one of the most extensively researched approaches, its strength lies in its emphasis on the role of the leader in leadership (as opposed to focusing on followers or contextual situations). The trait approach assumes that certain physical, social, and personal characteristics are inherent in leaders (Allen, 1998). Attributes of great leaders were examined by early theorists and explained leadership by the internal qualities with which a person is born (Bernard, 1926). Personality, physical, and mental characteristics were examined. This research was based on the idea that leaders were born, not made, and the key to success was simply in identifying those people who were born to be great leaders (Homer & Melissa, 1997).

Most of early empirical work on the trait approach focussed on systematic investigation of the differences between leaders and followers. This argument was based on the assumption that individuals in higher-level positions would possess more leadership traits than those in lower-level positions. Researchers discovered that only a few traits appeared to distinguish between leaders and followers, with leaders tending to be slightly higher on traits e.g height, intelligence, extraversion, adjustment, dominance and self-confidence as compared with non-leaders. They also assumed that no matter the situation, there was a set of characteristics that made a leader successful (Fleenor, 2006).

The trait approach has been criticized because of its failure to delimit a definitive list of leadership traits and its failure to give sufficient emphasis to situational applications of leadership. (Wilson, 2011) observed that the mere possession of certain leadership traits does not guarantee effective leadership, nor has the field demonstrated how leadership traits affect outcomes such as productivity or employee satisfaction. Leadership traits are a factor that is a significant part of overall leadership theory, and it is clear that traits do contribute to leadership. They also tend to be perceived as 'male' traits.

Trait researchers have developed lists of characteristics that they believed were related to successful leadership. Some of the traits were based on aspects of behaviours and skills, temperament and intellectual ability, characteristics like self-confidence, intelligence, ambition, perseverance, assertiveness, emotional stability, creativity and motivation. These lists however, were not exhaustive and omitted some important leadership attributes. Most recent research on trait leadership adopt a contingency approach to leadership which posits that leaders who possess certain traits are more effective in some situations than in others. They have attempted to correct some methodological shortcomings of earlier research on leadership traits by developing conceptual models linking leadership attributes to organisational performance. Rather than simply studying what combinations of traits would be successful in a particular situation, researchers are now linking clusters of personality traits to success in different situations (Fleenor, 2006). This research work sought to find out whether the

Transformational attributes or traits proposed by Kee *et al* (2007) have direct contribution to effecting service delivery in the context of County Governments.

2.3 Conceptual Framework

In this study, the conceptual framework was looked at as a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept. Kee *et al*, (2007) change model provides the framework for which transformational stewardship affects service delivery. Transformational stewardship variable is made up of four elements namely; intrapersonal traits, operational mindset, interpersonal skills and change consciousness. In this study, the conceptual framework suggests that there is a relationship between the independent variables and the dependent variable as shown in figure 2.2 below.

Intrapersonal traits		Service Delivery
• Personal mastery		
• Personal vision		• Efficiency
• Risk taking		
		• Accountability
Operational mindset		
• Accountability		• Equitability
• Mission driven		
• Delivery of results		
Interpersonal skills		
• Valuing diversity		
• Mentorship		
• Communication		
Change consciousness		
• Innovativeness		
• Organizational capability		
• Raising awareness		

Independent Variables   Dependent Variables

Figure 2.2: Conceptual Framework

Source: Adopted and modified from Kee *et al* (2007)

2.4 Review of literature on variables

The four independent variables and the dependent variable have been reviewed in this section. Service delivery is the dependent variable whereas Intrapersonal traits, operational mindset, Interpersonal skills and change consciousness are the independent variables.

2.4.1 Intrapersonal traits

The "trait" theory of leadership is one of the most persistent concepts about what makes a good leader. It has been argued that individuals are either born with leadership traits or not, while others posit that the most important leadership traits can be learned. Trait theories of leadership attempt to develop a list of defined characteristics of leadership; common ones include; intelligence, self-confidence, decisiveness, courage, empathy, determination, integrity and sociability (Kee *et al*, 2007). Leadership traits can be learned through self-evaluation and mentoring according to recent proponents of trait theory of leadership (Goleman *et al,* 2002). Transformational stewards however do not possess traits that are inborn but those that develop throughout their lives and provide continuous guidance on how to act in a particular situation. The most vital traits being; ethical conduct, reflective continuous learning attitude, empathy toward others and the foresight or vision to lead an organization toward a preferred future (Kee *et al,* 2007).

For the purpose of this study three major traits are delved into depth; personal mastery, personal vision and risk taking (Kurt & Peters, 2014).

(a) Personal mastery: is about continual growth and enhancement of abilities and capabilities. Stewardship requires a leader who is confident and is certain of his priorities. It is about trust - a person who is not a master of his own abilities will not inspire the trust in others necessary to make stewardship a reality (Kurt & Peters, 2014). Application of personal mastery in a holistic way involves approaching one's life as a creative work, living from a creative and generative viewpoint by clarifying what's important and continually learning how to access current reality in relation to progressing toward that vision (Llyod R., 2009)

(b) Personal vision defines clarity of vision and commitment through action and is essential for leaders to position themselves and play to their strengths. Steward leaders must have a vision focusing on what they want to create for themselves and the world

around them. Senge (1994) states that leaders can align the vision and efforts of people organization wide. They can share the vision through telling, selling and testing the vision. After the vision is in place, it needs to be maintained in the consciousness of people and passed along to new employees.

(c) Risk taking: Successful stewards must display courageousness through openness to new ideas. Taking risks means trying out new approaches or ideas with little control over the results or consequences. Through trusting and empowering others, we allow a community to develop in which people can enhance and develop their self-esteem (Kurt & Peters, 2014). According to Piccolo (2005), risk-taking behavior among leaders and agents of an organization is an important component of organizational success. In nearly every major industry, successful business executives can easily identify a risky decision that served as the platform for achievement of above average organizational results.

2.4.2 Operational mindset

This concept is adopted from the 'style' approach theory of leadership which focuses on how leaders interact with followers, and stresses the need for leaders to balance a "concern for people" with "concern for production or results." The Blake and Mouton Managerial Grid is one of the most well-known tools reflecting this approach (1985). Leadership styles adopted by managers have been argued to influence the effectiveness of the service delivery process, resulting in greater levels of service quality being provided to organizational customers (Zeithaml & Bitner, 1996). This operational mindset of a transformational leader is therefore very important and goes beyond balancing people with results. The key traits include; accountability, mission driven and delivery of results.

(a) Accountability: Transformational stewards are accountable by measuring their performance in a transparent fashion and share those results with those who can affect the organization and its success. This is echoed in the Vision 2030 which envisions

transparent, accountable, ethical and results-oriented government institutions. This stipulates that leaders in the public service are expected to support processes and efforts to measure program results in an open manner. The Public Officer Ethics Act, 2003 also emphasizes on the need of public officers to be accountable to their actions. According to Block and Peter (1993), Stewardship asks leaders to be deeply accountable for the outcomes of an institution. Transformational stewards, throughout the organization, take responsibility (legal, professional, and personal) for the results (Harmon 1990, 1995).

According to the World Bank, World Development Report (2004), accountability involves the right holder (principal) who carries out specific roles and responsibilities and task, the agent or the person who performs roles and informs the principal the progress made who then in turn enforces performance through control over sanctions or delegation and financing. These actions are carried out by the three main actors involved in service delivery; citizens (users), service providers (private and public) and government (politicians and policy makers. In this study, the main focus was on the accountability role of the principals (leaders).

(b) Mission driven: Transformational stewards are mission driven and fiercely and courageously pursue the mission of their organization and must seek to find the common purpose, values, and aims that drive the organization. Public managers can find this common purpose by engaging the people in their agencies, citizens, and other stakeholders who will assist the leader in defining the agency's mission or core values— in effect, determining the public interest (Kee *et al,* 2007).Clarity of vision of, and commitment to, a just and sustainable society underpin stewardship. Shared vision advocates the interests of the group, community or organization over those of individuals. Stewards are also dedicated to creating shared value with wider stakeholders (Kurt & Peters, 2013).

At other times, the organizational mission is clear, but the organization may have multiple means of achieving the mission, and its leaders must weigh how those means

will affect the agency, its mission, and the larger public interest. "Legislation, public scrutiny, and constitutional checks and balances all create legitimate legal and political limitations on the freedom of public managers to act. Yet within the constraints, there is considerable room for experimentation and action" (Kee & Black, 1985).

(c) Delivery of results: Transformational stewards deliver results by achieving concrete and measurable results which is central to stewardship. The steward leader is committed to delivering results responsibly in partnership with empowered others, within a purposeful community. According to Bass and Avolio (1994), a transformational leader should have idealized behaviors which can be achieved by; talking optimistically about the future, talking enthusiastically about what needs to be accomplished, articulating a compelling vision of the future, expressing confidence that goals will be achieved and providing an exciting image of what is essential to consider.

According to Ulrich and Smallwood (2010), results-focused leadership development means having a clear focus on the outcomes that leaders will produce as a result of the investment. These outcomes might be investor-related (lower costs, increased margins, or greater access to capital), customer-related (increased revenue from target customers, increased customer service), or organization-related (the ability of an organization to move quickly, innovate, or increase efficiency). The purpose of this study was to establish whether leaders could produce measurable results as an operational mindset trait.

2.4.3 Interpersonal skills

This attribute is derived from 'situational' approach theory of leadership which characterizes the leader's role along a supportive and directive matric based on the development level of the followers (Hersey & Blanchard, 1993). Leaders' delegate, support, coach, or direct, depending upon the capacity of the followers—specifically as to the job (competence) and psychological maturity (commitment) of the followers.

Transformational stewards aim at empowering and engendering trust in employees throughout the organization. They therefore value diversity of their followers, are mentors to them and practice effective communication to achieve this goal.

(a) Valuing diversity: In an increasingly diverse, multi-cultural society, stewards must purposefully seek out, work with and value different inputs and people. Steward leadership is a more democratic form of leadership, which inherently assumes equality and dignity among people while still demanding excellence and helping and coaching those who are not yet excellent in what they do or in who they are. Transformational leaders strive to build trust of their followers by creating harmony in a diverse sometimes opposing organizational setup. Mitchell and Scott (1987) posit that stewardship is based on the notion that administrators must display the virtue of trust and honorableness in order to be legitimate leaders. According to Kowalski *et al* (2008), you must build a capacity for trust within your everyday interactions in order to value diversity. This involves understanding the impact of culture and diversity on communications, assumptions that one makes about a person's character, and learning. It is important to ensure that everyone in the organization is valued and can make contributions.

Although diversity in Kenya is most expressed through ethnicity, the experts broaden the definition of human variance to include nationality, race, cultural differences, age, social status, levels of education, gender, religion and personal morality. Mr. Robert Mugira, a director at the Institute of Human Resource Management – Kenya, observes that managers should increase their sensitivity on diversity to tame it in the workplace. To achieve this, supervisors should listen and understand workers' different cultures (Ithula, 2010).

(b) Mentorship: This is about paying attention and responding to the needs of others. It also seeks to establish a values base in others. The goal of mentoring is to nurture protégés to develop and commit to a set of values that serve the greater good. A

structured and well-implemented mentoring scheme is vital to a sustainable and vibrant organization. According to Bass and Avolio (1994), transformational leaders display behaviors associated with transformative styles. Intellectual stimulation (stimulating others) is one of them and the leader behavior associated with this style is; re-examining critical assumptions to question whether they are appropriate, seeking different perspectives when solving problems, getting others to look at problems from many different angles, suggesting new ways of looking at how to complete assignments and encouraging rethinking of ideas which have never been questioned before.

Another transformational style is individualized coaching and development whereby the leader can; spend time teaching and coaching, treat others as individuals rather than members of a group, considering individuals as having different needs, abilities and aspirations from others, helping others to develop their strengths, listening attentively to others' concerns and promoting self-development (Bass & Avolio, 1994).

(c) Communication: Kee *et al* (2007) note that effective communication and collaboration with internal and external stakeholders are critical to successful organizational change. This includes their involvement in strategic planning of the change, instituting routine processes and procedures that promote two-way communication between all stakeholders and senior management, and instituting processes to measure stakeholders' perceptions of existing communication and collaboration systems.

The transformational steward must break down structural barriers to authentic communication and collaboration, and attempt to encourage perceptions among all stakeholders that their ideas will be heard and taken seriously, and that their involvement is vital to the change effort. Processes and procedures might include advisory committees, membership on change teams, town hall type meetings, and even suggestion boxes that are acknowledged and responded to (Kee *et al*, 2007).

According to Duncan (2009), communication is critical in the workplace, particularly for management. When dealing with diversity and leadership, communication can prevent conflict from occurring by clearly conveying your views and vision to the staff. It can also aid in workplace morale and improve job satisfaction for everyone.

2.4.4 Change consciousness

Transformational stewards need to focus on the need of change itself rather that the source of the call for change i.e from the leader, top down, or from followers, bottom-up. A proper balance of top-down and bottom-up management should be sought, which will lead to successful change effort (Kee & Setzer 2006).Leaders of an organization serve as facilitators of change and should strive to be cognizant of when change efforts require more initiative from the top, and when the success of change efforts may hinge upon allowing more employee participation in formulation of the change vision. When time and resources are constrained, top leaders need to make decisions and minimize employee participation.

According to Ng'aru and Wafula (2015), Organizational change is a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. It is a process in which an organization optimizes performance as it works toward becoming its ideal state (Jones, 2004).

In bringing about organizational change, there are occasions where leaders need to devolve responsibility to subordinates and in other instances lead the process themselves. The approach adopted will depend to a certain extent upon the size and importance of the change project, timescale involved and the state of the organization, in the final analysis it will rely on managerial judgment to make the appropriate choice

(Burnes, 2004). In order to be change conscious the transformational steward needs to be creative, innovative and aware of organizational capability.

(a) Innovativeness. Innovation has been defined as the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations (OECD, 2005). According to IDeA (2005), Innovation could also involve new ways of solving tasks, delivering services and interacting with service users in supplying services (delivery innovation), new or altered ways of organizing activities within supplier organization (organizational innovation), introduction of new objectives or strategies (conceptual innovation) and social innovation which involves innovating through ideas, concepts and processes to meet social needs effectively.

Transformational stewards do not wait for a crisis to innovate and create; they attempt to build an environment that values continuous learning and in which workers constantly draw on current and past experiences to frame a new future for the organization (Kee *et al*, 2007).Innovative behavior has been associated with other personality traits: high proactivity (Seibert *et al*., 2001), high achievement orientation (Barron & Harrington, 1981), openness to experience (Hammond *et al*., 2011), and internal locus of control (Keller, 2012).

Leaders can positively influence team members' innovation according to a study conducted on research on team leaders' influence on innovation conducted by Denti (2013). It also revealed that leaders can exert such influence by stimulating discussion and reflection in teams, by counteracting narrow and conformist thinking, and by facilitating innovative ideas (Somech, 2006). Moreover, leaders can stimulate their team members' beliefs in their own creativity, which results in innovation outcomes (Gong *et al*., 2009; Redmond *et al.,* 1993). According to Ross and Horenkamp (2007), service delivery innovation is an ongoing process and must be embedded into the way an

organization develops new products and services. It is also important that everyone in the organization is involved in seeking better ways to deliver services.

(b) Organizational capability. Organizational capability refers to the ability of an organization to perform a coordinated set of tasks, utilizing organizational resources, for the purpose of achieving a particular end result (Helfat & Peteraf, 2003). This is a firm's ability to manage people to gain competitive advantage as it focuses on internal processes and systems for meeting customer needs by creating organization-specific competencies that provide competitive advantage since they are unique by ensuring that employee skills and efforts are directed toward achieving organizational goals and strategies.

Organizational Capability enhances perceived customer value in three ways; Responsiveness (the ability of the business to understand and meet customer needs more quickly than competitors), Relationships (the ability of a business to develop enduring relationship between customer and employee), Service quality (the ability of business to design, develop and deliver service that meets or exceeds customer expectations). Organizational Capability enhances uniqueness because it is difficult to imitate. A transformational steward should therefore be able to understand oneself in interactions with the surrounding world (Vaill, 1996).

According to Ulrich and Smallwood (2010), good leadership investments don't just focus on how to better individual leaders but also on how to build leadership as an organizational capability throughout the organization by designing sustainable leadership systems. Leadership systems make leadership development as an event aligned to other management practices. When HR practices are integrated, leadership becomes a capability of a company other than developing individually talented leaders. Successful firms build strong leadership capabilities that last through different economic seasons.

(c) Raising awareness. This entails championing stewardship, sustainability and the common good is essential. Steward leaders must sound the trumpet of good corporate governance through raising awareness of a sustainable civil society characterized by service to society (Kurt & Peters, 2013). A transformational leader should have idealized attributes which are portrayed by; instilling pride in others for being associated with them, going beyond their self-interests for the good of the group, acting in ways that build others' respect, displaying a sense of power and competence, making personal sacrifices for others' benefit and reassuring others that obstacles will be overcome (Bass & Avolio, 1994).

2.4.5 Service delivery

Improving the quality of service delivery is a challenge in many developing countries. Citizens often find it difficult to hold government and other service providers accountable, precisely because they are not aware of the procedures and expectations that govern service providers' conduct in the realm of service delivery. In addition to undermining the connection between citizens and the state, this lack of transparency hampers governmental effectiveness and creates myriad opportunities for corrupt practices (SDV, 2011). A key argument supporting decentralization reform is that it can improve public service provision by better matching finances with local needs (Pablo, 2010).

In the last 20 years, Kenya's civil service has undergone a number of changes. Some of these changes include employee rationalization leading to wage bill reduction, performance improvement, structural adjustment programme after aid cuts, and the institutionalization of results-based management. From 1993 to 2002, the Government retrenched more than 100,000 civil servants but had only a negligible impact on the effectiveness or efficiency of the civil service. The Government then introduced results-oriented management but by 2005 nothing much had come out of it.

Later, between 2006 and 2008, the Government decided to shift the public service towards a results-orientation approach by introducing and facilitating the development and management of a holistic Results-Based Management system through the 'Results for Kenya' programme. The aim was to enhance performance efficiency in all government ministries, departments and agencies. It also meant to reverse the negative image of the public service (UNDP, 2014)

In 2009, United Nations Development Programme (UNDP) supported the Kenyan government to step up public sector reforms to focus on national transformation. Before then, it was the Government that spearheaded institutionalization of results-based management in the public service but currently the focus is on transforming public service delivery through building partnerships. These efforts were boosted after the promulgation of the new Constitution of Kenya in 2010. The changes provided an ideal opportunity to tackle deep-rooted problems of inefficiency because citizens were increasingly becoming empowered to demand for better services. This was to be achieved through implementing the new Constitution, attaining of the Kenya Vision 2030, transforming public service delivery and private-public dialogue to enhance good governance.

Since 2003 the government of Kenya has adopted different reform strategies to improve service delivery, notably; Rapid Results Approach, Performance Contracting, Transformative Leadership Values & Ethics, Institutional Capacity Building, and Citizen's Charter and most recently introduced the Huduma Centers. Results Based Management was introduced in 2004 out of the need to improve service delivery and demonstrate reform gains from the implementation of the Economic Recovery Strategy. The main elements of Results Based Management framework include a culture of focusing on results rather than process.

The introduction of Service charters by the Kenyan government was aimed at; enhancing accountability by providing citizens with a clear understanding of service

delivery standards, including timetables, user fees for services, and options for grievance redress, increasing organizational effectiveness and performance by making a public commitment to adhere to measurable service delivery standards, Creating a way for both internal and external actors to objectively monitor service delivery performance, Creating a more professional and client-responsive environment for service delivery, Fostering improvements in staff morale, Decreasing opportunities for corruption and graft by increasing transparency and educating citizens about their rights and increasing government revenues by ensuring that the money citizens pay for services goes into the government's coffers (and not into employees' pockets).

Another perspective to effective service delivery is the role that decentralization plays. Many anticipated benefits of decentralisation to bringing decision makers and decision making closer to the people and their needs. Local decision-makers have access to better information on local conditions than central authorities; this knowledge allows them to better tailor services and public spending patterns to local needs and preferences; this in turn, with other things holding constant, is expected to improve efficiency and quality of services for local constituents (Tiebout, 1956; Musgrave, 1959).

Oates (1972) observes that government can adapt outputs to local tastes whereas central government produces a common level of public goods for all localities. This implies that sub-national Governments, being closer to the citizens can adjust budgets to local preferences in a manner that best leads to delivery of the bundle of public services that is more fitted and responsive to community preferences (Pablo, 2010). This closely relates with what the Devolved Government units enshrined in the constitution, seek to achieve by bringing services nearer to the people. Economists commonly assume a better match between local government outputs and local preferences under decentralization, and consequently rate local provision of services as more efficient, unless this situation is outweighed by spillovers or other efficiencies (for example, economies of scale) in central government provision (Oates, 1972).

Overall, devolving some of the centralized responsibilities to local levels has been envisaged in most decentralization agendas as a way to improve both allocative and technical efficiency across different public services (Wallich,1994; Ebel, 2002). Devolution is a more complete transfer of administrative decision-making power to sub-national authorities. It empowers them with legal decision-making power and the ability to generate and control resources, including the sub-national public sector employees hiring and firing, career management and pay. Moreover, typically it provides local government with the ability to reallocate resources (including staff) across service facilities within their jurisdiction adapting to local circumstances (World Bank, 2007).

Citizen participation is achieved by political decentralisation. According to Sagala (2015), strengthening public participation and governance is a core element in Kenya's strategy to accelerate growth and address long-standing inequalities in economic opportunities, investment, and service delivery in different parts of the country. Multiple studies have documented links between persistent poverty/inequality and governance weaknesses that reduce the efficiency and equity of public Investments and services, impede the investment climate, and undermine job creation. Political decentralization helps to strengthen accountability which is necessary for improved service delivery (WDR, 2004). If local elected officials make policy decisions about services that affect citizens, they in turn can hold the local officials accountable and remove them from power in the next local elections.

The right of access to information and the transparency that comes with it underpins two distinctive yet mutually reinforcing principles of democratic governance: publicity of actions and transparency of public administration. The imperative of transparency in institutions and processes of governance are believed to provide for; Autonomous spaces and open opportunities for stakeholder engagement in public processes in general and in decision making in particular, Predictable instances and opportunities for enforcing and realizing the full expression of democratic citizenship of sovereign peoples, Direct and indirect effects and impacts of citizen inputs into consensus building in decision making

and Information rich and knowledge-bearing citizenry with the capacity to contribute to and question policy decisions (TFDG, 2011).

If the voices of every section of society, but more particularly from the marginalized in society, for a meaningful dialogue to ensure and for a binding consensus to be driven leading to a re-balancing of power relations in society in favour equitable distribution of public resources around the principles of solidarity, conflicts in society would be reduced to manageable levels. Research in Scandinavia and parts of Latin America have established a positive correlation between popular participation, equity and a reduction of conflicts. If citizen participation is embedded in the spirit and practice of devolution the nation building and state-democratization challenges Kenya has been grappling with would be issues of the past (Ibid).

2.5 Critique of existing literature
2.5.1 Intrapersonal traits

Traits have been defined as relatively stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group and organizational situations (Zaccaro, Kemp, & Bader, 2004)

Historically the trait approach of leadership focussed on the idea that great leaders are 'born not made', which were influenced by the early writings of Thomas Carlyle (Carlyle, 1849) who wrote that the world's history was recorded in the biographies of great men (Day & Zaccaro, 1999). Several studies aimed at compiling lists of the names of great world leaders and a list of specific qualities needed to be a successful leader was proposed. This work represents some of the earliest research that tried to identify the essential traits of organizational leaders (Day & Zaccaro, 1999).

A turning point in leadership trait research occurred in the late 1940s. By this time, a large number of empirical studies had been conducted in order to discover the personal attributes and traits that would distinguish leaders from non-leaders. Seventy nine

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different qualities had been studied (Bird, 1940), six different methods for identifying leaders (Stogdill, 1948) among others. They however failed to find a single trait or set of traits which consistently distinguishes individuals who attain positions of leadership from those that do not. Researchers (Ohio state University and University of Michigan) then moved to examine effective leader behaviour and situational context as opposed to traits which gave birth to 360-degree feedback instruments and Bass and Avolio's (1997) Multifactor Leadership Questionnaire.

Presently, most trait researchers recognize that leaders who are consistently effective in a given domain utilize varying repertoire of behaviours, befitting to various situations to influence others. There is now strong evidence that stable leader traits and attributes are related to leader effectiveness. Judge *et al*. (2002) provided meta-analytic evidence that demonstrated a valid link between five broad groupings of personality traits and leader effectiveness, which provided a qualitative review of research on personality traits including a list of stable personality attributes supported by empirical studies on leader trait research (Bass, 1990).

Poling (2009) notes that further contributions of leader trait research will remain limited unless research incorporates the perspective that an individual's traits interact. Recently, Short, Payne, and Ketchen (2008) remarked, "The use of configurational logic is noticeably absent in leadership research to date". The investigation of independent or additive contributions of several single traits in isolation is not sufficient. A needed addition to leader trait research is to describe how multiple key traits are combined in various patterns to jointly influence leadership.

A more holistic approach is needed to examine patterns of leader traits and skills in relation to leader effectiveness (Yukl, 2006). Several perspectives in the leadership literature provide rationale for examining leader trait configurations. Recent leadership models have articulated that leadership represents complex patterns of behaviour and

processes likely explained, in part, by multiple interacting leader attributes (Yukl, 2006; Zaccaro *et al.,* 2004).

Transformational stewardship recognizes that the most important personal leadership beliefs/traits are not ones that we are born with, but those that develop throughout our lives and provide us continuing guidance on how to act in a particular situation—they become inner-personal guides to our actions. The most vital traits for transformational stewards are therefore; ethical conduct, a reflective, continuous learning attitude, empathy toward others, and the foresight or vision to lead an organization toward a preferred future (Kee *et a.,l* 2007).

2.5.2 Operational mind set

Operational mindset of a leader is broadly defined as the style of leadership that a leader uses to influence the followers by balancing the concern for the people with concern for production or results. The manner the leader performs organizational roles and directs the affairs of the organization is referred to as his/her leadership style.

The Blake Mouton managerial grid focuses on task (production) and employee (people) orientations of managers as well as combinations of concerns between the two extremes (Blake & Mouton, 1964). This grid suggests five styles of leadership viz:

The impoverished leader (1,1) In this kind of leadership the leader has low concern for production and the people. This leader is portrayed as one who is going through the motions since he has nothing to offer as a leader as well as an individual (Owens, 1991). The workers respond by being sluggish and unproductive.

The authority-compliance leader (9, 1) the leader has a high concern for production and low concern for people in this style of leadership. He therefore exercises power and authority by dictating to subordinates since he believes that organizational needs don't usually agree with followers needs. In order to attain the former, the latter are ignored

or it may be the belief that production objectives can only be attained when followers are driven to accomplish the required task (Blake & McCanse 1991:54).

Channels of communication are therefore structured in a way that personal issues do not affect work (Paisey, 1992). Activities are planned according to schedule and followers are not motivated to be creative since they are guided by laid down policies and instructions. Since the leader's concentration is on production and how to maximize production, there is close supervision of followers, and interaction is strictly official. (Oyetunji, 2006).

The country-club leader (1, 9) this leader is portrayed as an individual who has a high concern for people and a low concern for production (Blake & Mc Canse, 1991). The leader using this style believes that if followers are happy, they will be productive. Thus, he/she is less concerned with result directly, but strives to maintain satisfying relationships with followers; so he/she avoids ways of getting into conflict with the followers. Conflicts are usually ignored as the focus is on the emotional needs of followers even at the expense of achieving results and therefore production suffers (Blake & McCanse 1991:78).

The middle-of-the-road leader (5,5). This leader believes that adequate organization performance is possible if there is a balanced medium concern both for production and people. The leader emphasizes achieving results to maintain morale of staff members at a satisfactory level. The leader is satisfied with whatever happens in the organization whether success or failure. There is lack of clear vision for the long-term goals of the organization (Blake & Mc Canse 1991:152-153).

The team leader/high-high (9,9) this leader is described as a person who has high concern for both production and people. The leader believes that there is no conflict between organizations need and followers need unlike the other leadership perspectives. This type of leadership is goal oriented team approach and seeks to achieve maximum

performance through participation, involvement and commitment. The leader believes that workers can be highly involved and enjoy their work (Paisey, 1992). There is effective delegation, freedom to utilize initiatives to accomplish set objectives. Personal problems are attended to and there is element of trust and respect within the organisation (Blake & Mc Canse 1991:210). This is the most ideal kind of leadership style.

Kee *et al* (2007) argue that the operational mindset of a transformational leader is important but goes beyond balancing people with results to include other attributes of both transformational leader and steward.

2.5.3 Interpersonal skills

Whilst behavioural theories may help managers develop particular leadership behaviours they give little guidance as to what constitutes effective leadership in different situations. Indeed, most researchers today conclude that no one leadership style is right for every manager under all circumstances (Bolden *et al*, 2003). Instead, contingency-situational theories were developed to indicate that the style to be used is contingent upon such factors as the situation, the people, the task, the organisation, and other environmental variables.

Fiedler's contingency theory postulates that there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. Fiedler proposed three situations that could define the condition of a managerial task; leader member relations (how well do the managers and employees get along), task structure (is the job highly structured, fairly unstructured or somewhere in between) and position power (how much authority the manager possesses).

Another aspect of the contingency model theory is that the leader-member relations, task structure, and position power dictate a leader's situational control. Leader-member relations are the amount of loyalty, dependability, and support that the leader receives from employees. It is a measure of how the manager perceives he or she and the group

of employees is getting along together. In a favourable relationship the manager has a high task structure and is able to reward and or punish employees without any problems. In an unfavourable relationship the task is usually unstructured and the leader possesses limited authority. The spelling out in detail (favourable) of what is required of subordinates affects task structure (Bolden *et al*, 2003).

The Hersey-Blanchard model of leadership adopts a situational perspective of leadership. Their theory is based on the amount of direction (task behaviour) and socio-emotional support (relationship behaviour) a leader must provide given the situation and the "level of maturity" of the followers.

Task behaviour is the extent to which the leader engages in spelling out the duties and responsibilities to an individual or group. This behaviour includes telling people what to do, how to do it, when to do it, where to do it, and who's to do it. In task behaviour the leader engages in one way communication.

Relationship behaviour is the extent to which the leader engages in two-way or multi-way communications. This includes listening, facilitating, and supportive behaviours. In relationship behaviour the leader engages in two-way communication by providing socio-emotional support.

Maturity is the willingness and ability of a person to take responsibility for directing his or her own behaviour. People tend to have varying degrees of maturity, depending on the specific task, function, or objective that a leader is attempting to accomplish through their efforts. Transformational stewards approach their interactions with others differently than many other leadership theories prescribe with the chief goals being empowerment and engendering trust in employees throughout the organization (Kee *et al*, 2007).

2.5.4 Change consciousness

There are different kinds of organisational changes depending on the nature of organization and its environment, some organizations adopt small changes (incremental changes) while others may go deep towards the organizational transformation usually known as corporate transformation (radical changes) which requires the changes in broader scale and are difficult to handle (Boston.MA,2000). Most organizations adopt three phases of organizational change, which are unfreezing, moving and refreezing (Senior & Fleming, 2006). Unfreezing is about changing the attitudes and behavior of the employees and working environment, and is very important type of change because while going through any type of change it is important to create a need of change among all the participants.

Organizational change is an intentional effort made by organization leader/leadership/manager to take the organization towards betterment. There could be many reasons or motivations behind the change process, including external or internal pressures for change, technological, social or economic factors. Moreover the vision of an organizational leader/leadership and its innovative ideas can also be reason behind the organizational change process.

The leader's role is also very important in unfreezing because it requires a well-structured way of implementing the change by managing the behaviour and attitudes of the team. It also requires strong commitment of all the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plans, and implements the appropriate strategies. It is at this phase when it is decided whether the organization has to go for incremental or radical changes. The vision of the leader is also very important for planning and implementing the strategies (Wasim & Imran, 2010). All the strategies are shaped in the moving phase. The next step is to refreeze the change situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo. This is most important stage for

the leaders since if the process of refreezing is incomplete or not managed properly the change will be ineffective and the pre-change behaviours will be resumed. Refreezing always encourages the possibilities of the further changes.

Kotter's eight step change management model explains organizational change in eight steps which involve; increasing urgency for change, building a team for change, constructing a vision, communicating the vision, empowering employees to execute change, creating short term goals, persistence by influencing more change and making change permanent by moving and fitting it into the organization's culture and practices (Kotter, 1996)

Leadership qualities are very important for organizational changes because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviors associated with the change stages and the effective leader always perceive these changes in efficient manner and responds appropriately to get the teams commitment. Change leader is always associated with the planned change and constructively deals with the human emotions (Senior & Fleming, 2006).

Effective leadership is always required to bring effective changes (Kennedy, 2000). There are some leadership competences that have been proven and are mandatory for effective and successful leadership (Bennis, 1987). There are different competences which are very effective for leaders and which also have connection with the successful organizational change. Building upon trust, empowerment and power sharing, transformational stewards are able to be change-centric, focusing on the needed change itself, rather than the source of the call for change (from the leader, top down, or from the followers, bottom-up). What matters is finding the proper balance of top-down and bottom-up management that leads to a successful change effort (Kee & Setzer 2006).

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Leaders of an organization should serve as facilitators of change. In order to be change-centric, transformational stewards need to be creative, innovative, and comfortable with ambiguity and with navigating complex systems. Studies on transformational stewardship abound but many have failed to critically evaluate the effectiveness of transformational stewardship on enhancing service delivery in the public sector.

2.6 Research Gaps

SHRM (2008) recognises that there is dearth of competency research specifically focussing on HR leadership and the knowledge, skills and abilities needed by senior HR professionals with decision making authority. Existing studies have been carried out to examine the impact of decentralization on government size, growth and macro-economic stability. Only a few studies have evaluated the effects of decentralisation on service delivery (Pablo, 2010). The Government of Kenya has embarked on many initiatives to Public Service reform all geared to improved efficiency in service delivery to the public by ensuring that holders of public office are held accountable for results (Hope, 2013). Other studies have been carried out to find out whether initiatives e.g the introduction of Huduma centers has improved service delivery (Abdalla *et al*, 2015) but they have not focussed on the personality traits of those offering the services. This study has shed more light on how this has been achieved in the Devolved Government unit. Previous findings on strategies to improve service delivery in local authorities indicate that major causes of poor service delivery in local authorities include lack of proper mechanisms in handling customer complaints, lack of accountability by leaders, failure of leaders to manage change among others (Makanyenza, 2013). This study sought to find out whether these sentiments are also manifested in the Devolved Government units since they absorbed the previously existing Local Authorities. Moreover the idea of transformational stewardship and its impact on service delivery has not been empirically reviewed in the public sector both in the country and outside the country. This study therefore sought to bridge this gap by carrying out an empirical study on the role of

transformational stewardship in enhancing service delivery by Devolved Government units in Kenya.

2.7 Summary

Transformational stewardship has been identified as an important component in realization of effective change within public service. However, despite the acknowledgement of this fact, the public sector has not fully embraced transformational stewardship. Many studies dedicated to the various components of transformational stewardship have not looked at its effect in service delivery. The current study has therefore contributed to the existing literature on transformational stewardship by documenting empirical data on the role of transformational stewardship in enhancing service delivery on County Governments in Kenya. It is important to note that the issue of devolution in Kenya is relatively new and therefore, this study will have an impact on enhanced service delivery in County Governments of Kenya.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter addresses the methodology used in the study. It describes specifically the research design, target population, sample and sampling procedures, instruments of data collection, data collection procedure and finally management, processing and analysis of the data.

3.2 Research Design

The study adapted a combination of quantitative and qualitative techniques. The quantitative data was obtained from the Likert scale questions and the qualitative data was obtained from open ended questions. The quantitative research approach for the study employed a correlational and descriptive design which aimed at determining whether a correlation existed between service delivery and the four variables (intrapersonal traits, operational mindset, interpersonal skills and change consciousness), and to what degree with an attempt to discover a correlation (Gay, Mills & Airasion, 2009). Bryman and Bell (2007) observe that a descriptive survey research design is used when data are collected to describe persons, organizations, settings, or phenomena. The study aimed at observing and describing the behaviour of the subjects under study without influencing it in any way in addition to establishing the correlation, thus the appropriateness of the design. Use of mixed design gave the study reliability and consistency of results sought (Brewer & Hunter, 1989).

The qualitative method on the other hand largely constituted open ended questions which generated the most thorough and detailed information (Creswell, 2009). According to Mugenda & Mugenda (2008), qualitative research permits research to go beyond statistical results usually reported in quantitative research thus best used to explain human behavior.

3.3 Target Population

The study was carried out in County Governments in Kenya. The target population was five Counties out of the 47 Counties. The target key informants were County chief officers, Directors and Deputy Directors and County Assembly staff.

3.4 Sampling frame

The County Governments of Kenya formed the sampling frame. The Constitution of Kenya 2010 provides for devolution of political and administrative authority to 47 semi-autonomous Counties (CoK, 2010). This sampling frame was appropriate since the study aimed to investigate how transformational stewardship traits could be adopted by county leaders to improve service delivery within the county government setting. The creation of the counties envisaged bringing services closer to the citizens (Muriu *et al*, 2013).

To achieve a practical scope, the researcher targeted five counties which formerly comprised Central Province, namely Nyeri, Kirinyaga, Murang'a, Nyandarua and Kiambu. These Counties were selected based on their ranking in the Infotrak County Index of leading top five counties in addition to being densely populated, and they offered a unique balance between rural and urban populations (Infotrak, 2015). The findings from the study of these Counties may be extrapolated to other Counties in Kenya, as the varied rural and urban characteristics of the five Counties are relatable to other parts of the country. The aforementioned Counties were also appropriate due to their proximity and their multitude of economic and social orientations.

3.5 Sample and sampling technique

A sample is the part of the population picked to be involved in a study. According to Mugenda and Mugenda (2008) sampling is the process of selecting items, persons and objects from a target population so that it is representative. Sampling was done in two stages where in the first stage stratified sampling was used. The targeted sample in the

study was 90. In the study, the researcher identified the former Central Province as a representation of the Counties (Kiambu, Kirinyaga, Murang'a, Nyandarua and Nyeri).

The researcher used stratified random sampling technique. This meant that every individual within each stratum in the target population had an equal chance of being selected. The population in the study area was stratified into various categories to enable the gathering of data. The categories of officers to be involved in the study included; the Chief Officers, Directors and Deputy Directors and members of the County assembly of the five County Governments. A simple random sampling procedure where every respondent, or object or subject has chance of representation was used in each stratum within this study. Mugenda and Mugenda (2008) recommend that 25% of the population may be used to identify the sample size as follows:

Table 3.1 Sample Size of the County officer categories who participated in the study

Category	Target Respon-dents	Counties					Total	25% sample size
		Kiambu	Kirinyaga	Murang'a	Nyandarua	Nyeri		
Chief officers	6	10	9	10	9	10	48	14
Directors	6	11	11	11	11	11	55	17
Deputy Directors	4	42	42	42	42	42	210	63
County Assembly Heads	4	10	10	10	10	10	50	15
	20						363	90
		TOTAL						

* Adjusted in accordance with stratified random sampling

3.6 Data Collection instruments

3.5.1 Primary Data

The main type of data used in the research was primary data which was collected by use of questionnaires. A questionnaire is a data collection tool, designed by the researcher and whose main purpose is to communicate to the respondents what is intended and to elicit desired responses in terms of empirical data from the respondents in order to achieve research objectives (Mugenda and Mugenda, 2008). The questionnaires contained both open-ended and closed questions.

A 60 item structured questionnaire was administered to the respondents who were asked to indicate, against each statement, the extent to which they agreed or disagreed on a five-point Likert type scale ranging from 1 (Not at all) to 5 (Very high extent). The researcher adopted and modified the leadership Trait questionnaire (LTQ) by Northouse (2008) to measure leadership traits. Each of the variables was subjected to ten statements. Each statement was coded since Statistical Package of Social Sciences (SPSS) was used in the analysis. The variables included: Intra personal traits, Inter personal traits, Change consciousness and Service Delivery. The questionnaire was segmented into six sections in line with the research objectives.

3.5.2 Secondary Data

Secondary data was collected from peer reviewed journals, research articles and theses approved by the respective universities.

3.7 Data collection Procedure

After obtaining a letter of introduction from the University Department, a permit was sought to carry out the empirical research from the National Council for Science, Technology and Innovation (NACOSTI). Data was collected by administering specially designed questionnaires to a sample of 90 members of staff in the five Counties. They

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were duly filled in the presence of the researcher or the research assistants. The respondents who requested to fill the questionnaires during their convenient time were allowed to do so and the questionnaires collected later. The questionnaires were anonymous to encourage respondents to respond to sensitive questions. Filled questionnaires were then collected for analysis.

3.8 Pilot Study

Validity and reliability evidence of the questionnaire was provided by a pilot test before the questionnaires were administered. The research instrument was pretested using a sample of 1.5% as per Mugenda and Mugenda (1999) that a successful pilot study would use 1% to 10% of the actual sample size. The study was undertaken in Nakuru County which is not among the targeted Counties. This was to avoid contamination from the main study (Ibid). A total of ten (10) respondents were targeted. The respondents used for pretesting were similar to the sample under study using procedures similar to those of the actual study. It therefore gave the results of descriptive statistics, reliability tests and factor analysis. It brought to the light the weaknesses of the questionnaire and then the necessary adjustments were made.

3.8.1 Validity of the research instrument

Validity being the appropriateness, meaningfulness and usefulness of specific inferences made from test scores, instrument validity was ascertained in a number of ways which included discussing the questionnaire with the colleagues in the Department, thereafter carrying out the necessary adjustments, before submission to the supervisor who assessed the face validation. The instrument was then pre-tested after which the content validity was measured (Patton, 2002). This helped in assessing the appropriateness of sentence construction, comprehensiveness of instruments and language clarity.

3.8.2 Reliability of the research instrument

Reliability of an instrument being the consistency of an instrument in measuring what it is intended to measure was established by first ensuring internal constancy approach followed by carrying out a pilot study. A questionnaire is considered reliable if the Cronbach's Alpha coefficient is greater than 0.70 (Katou, 2008). The four independent variables and the dependent variable were subjected to reliability test using SPSS and the results obtained are shown in table 3.3 which indicated that To compute the coefficient, the researcher used the formula:

$$Re = \frac{2r}{r + 1}$$

Where Re = reliability of the original test

r = reliability of the coefficient resulting from correlating the scores of the odd items with the scores of the even items.

Table 3.2 Summary of Reliability Test for the Variables

	Variables	Cronbach's Alpha	No. of Items
1.	Intrapersonal traits	0.871	10
2.	Operational mindset	0.860	10
3.	Interpersonal traits	0.869	10
4.	Change consciousness	0.898	9
5.	Service Delivery	0.815	8

The results indicated that all the variables obtained had Cronbach's Alpha greater than 0.7 thereby achieving the recommended 0.7 for internal consistence of data (Mugenda and Mugenda, 2008)

3.9 Data analysis and presentation

Data was organized and accounted for in terms of themes, patterns, categories and regularity. The qualitative data was analyzed by coding, categorizing into themes and analyzing using appropriate statistical tests for descriptive statistics and frequency distributions such as mean, percentage, standard deviation and measures of central tendency.

Relationship between variables was expressed using statistics such as correlations, relative frequencies and differences in means. Quantitative data was analyzed using The Statistical Package for Social Science (SPSS).Quantitative data was analyzed by creating categories, themes and patterns using SPSS text editor.

Data was then evaluated and analyzed to determine the adequacy and credibility of information, usefulness and consistency in answering of the research questions. The researcher interpreted the data and formulated generalizations. All questionnaires that were spoilt were eliminated at this stage. Data was analyzed using SPSS formulae such as cross tabulations and Karl Pearson's coefficient of correlations.

3.9.1 Quantitative analysis

This was done using the Multiple Regression Analysis Model. Service delivery by devolved Governments was regressed against four variables affecting service delivery namely Intra personal traits, operational mindset, inter personal traits and change consciousness.

The equation was expressed as follows:

$$Y = \beta o + \beta_1 x_1 + B_2 \times_2 + B_3 \times_3 + B_4 \times_4 + e$$

Y = Service delivery by Devolved Governments

βo = Constant (Co-efficient of intercept)

X1 = Intra personal traits;

X2 = Operational Mindset;

X3 = Inter personal traits;

X4 = Change consciousness

e = Error Term

$\beta o, \beta_1, \beta_2, \beta_3, \beta_4$ = Regression model parameters

Table 3.3 Variable definition and measurement

Objectives	Variables	Measurement
Dependent variable Service Delivery	• Efficiency • Accountability • Equitability	• Descriptive Statistics • Inferential statistics
Independent variables		
Intrapersonal traits	• Personal mastery • Persona vision • Risk taking	• Descriptive Statistics • Inferential statistics
Operational mindset	• Accountability • Mission driven • Delivery of results	• Descriptive Statistics Inferential statistics
Interpersonal traits	• Valuing diversity • Mentorship • Communication	• Descriptive Statistics Inferential statistics
Change Consciousness	• Innovativeness • Organizational capability • Raising awareness	• Descriptive Statistics Inferential statistics

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter provides information on the raw data, and discusses the research findings. The response rate of the study, general background information of the respondents and the descriptive statistics are presented. Correlation and regression analysis have also been done and collected data presented and summarised using tables, graphs, scatter plots, pie-charts and descriptive statistics.

4.2 Response Rate

In the study, 68 out of the 90 questionnaires administered to respondents were returned. This represent 75% response rate which is satisfactory to make conclusions for the study. A response rate of 70% and above is rated very good (Mugenda and Mugenda, 1999). Rogers, Miller and Judge (2009) agree with this by recommending a response rate of 50% as acceptable for a descriptive/correlational study. Thus a response rate of 75% was therefore very good based on this assertion.

4.3 Background Information - Demographic

This section contains the analysis of information on respondent's job designation and years of experience in the public sector.

4.3.1 Job designation

The study revealed that Deputy Directors had the highest response of 20 (29.4%), Directors 19 (27.9%), County Assembly staff 15 (22.1%) and Chief officers 14 (20.6%). The sample indicates that it was representative of the target population as shown in figure (Fig. 4.1) below.
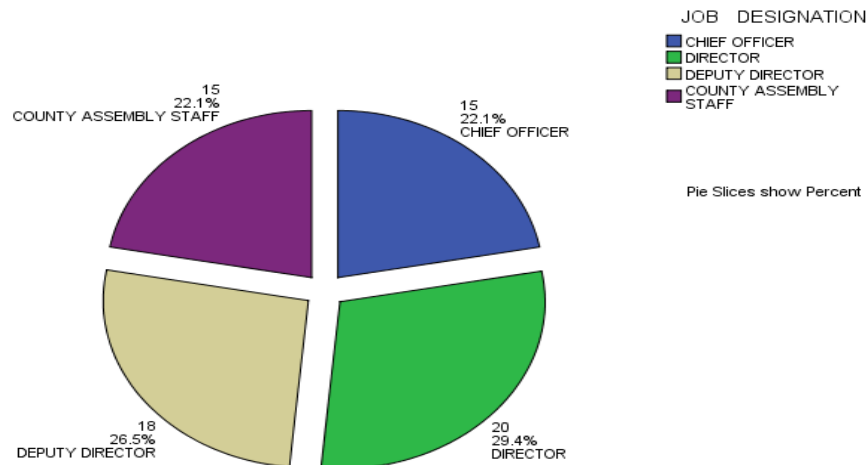
Figure 4.1 A chart showing the percentage of County Officers who responded to the questionnaires distributed

4.3.2 Response rate across Counties

A total of five Counties were under the scope of study i.e Kiambu, Kirinyaga, Murang'a, Nyandarua and Nyeri. Kirinyaga County had the highest response rate at 19 (95%), Nyandarua County at 16 (80%), Murang'a County 14 (70%), Kiambu County 12 (60%) and the lowest Nyeri County at 7 (35%) as shown in figure 4.2
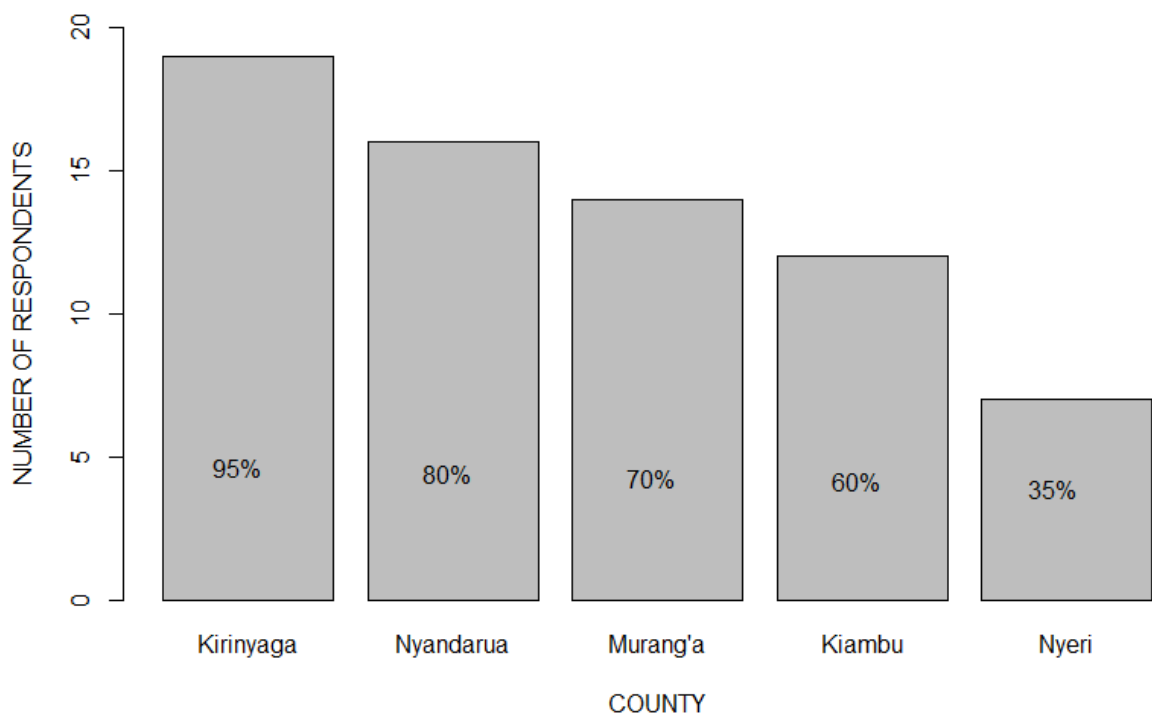
Figure 4.2 A bar chart showing the percentage of officers per County who responded to the distributed questionnaire

Nyeri County had the lowest turnout rate compared to other Counties owing to the nature and distribution of offices. They are far apart within the County, which proved to be a major hindrance in data collection, with office holders shuffling from one location to the next.

4.3.3 Cross tabulation between Counties and Job designation

The study revealed that in the Chief officers category, Nyandarua County had the highest response rate of 6 out of 6 while Kiambu and Nyeri Counties had 1 out of 6. This could be attributed to the nature of their jobs, since their diaries are unpredictable. In the Directors category, Kirinyaga County had the highest of 6 out of 6 with the lowest being

Nyeri with 2 out of 6. In the Deputy Directors category, Kiambu, Kirinyaga and Nyandarua Counties had a response rate of 4 out of 4 while Murang'a and Nyeri had 3 out of 4 respectively.

The response rate of the Chief Officers category was good owing to the fact that they are involved in the day to day running of offices and thus most of them were accessible. In the County Assembly heads category, Kirinyaga had the highest response rate of 4 out of 4 while Nyeri had the lowest of 1 out of 4. Nyeri County had many challenges of accessing targeted respondents. Officers of this County also displayed a high level of apathy on academic research. The table below shows the cross tabulation between job designation and County distribution. (Table 4.1)

Table 4.1 Table showing cross tabulation of Job designation and distribution across Counties

JOB DESCRIPTION	COUNTY					Response Targeted (Per County)	Total
	Kiambu	Murang'a	Nyandarua	Nyeri	Kirinyaga		
Chief officer	1	2	6	1	5	6	15
Director	4	5	3	2	6	6	20
Deputy-Director	4	3	4	3	4	4	18
County Assembly heads	3	4	3	1	4	4	15
Total	12	14	16	7	19	20	68

4.3.4 Work experience

The study showed that the majority of the targeted staff are in the 1-10 years bracket in terms of work experience. This could be attributed to the fact that the County Governments have employed new employees. The staff in 11-20 years and above was 26.5 % and 25 % respectively. This is owed to the fact that many employees from the National Government were seconded to the Counties after devolution of functions. The targeted sample is deemed as a true representative of the population since the study targeted staff with adequate experience in the public sector, thus yielded credible information. New employees of less than 1 year form the lowest percentage (4.4%). Figure 4.3 below is the summary of distribution of the various work experience categories.
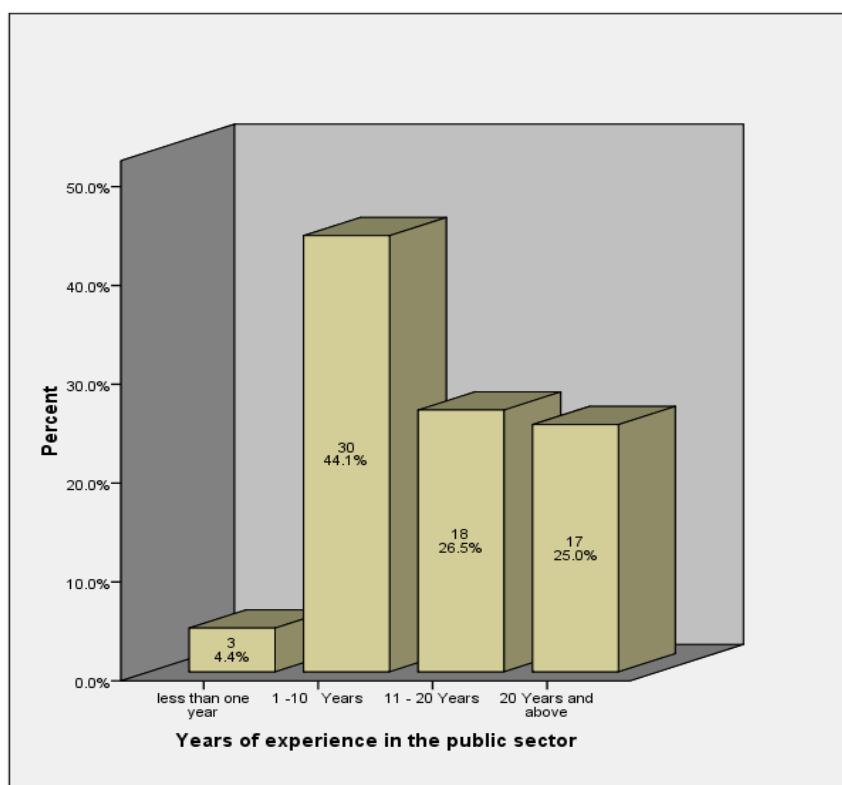
Figure 4.3: A bar-chart showing work experience based on number of years worked in the Counties studied

4.3.5 Cross Tabulation of Work experience and job designation

The study indicated that majority of Chief Officers were in the 1 – 10 years work experience bracket. There were none in the less than 1 year bracket. This could be attributed to the seniority of the position and the fact that the County Governments have recruited staff from the private sector that have minimal work experience in the public sector, but many years managerial experience in the private sector. Only 4 of the Chief Officers were in the 11-20 years bracket while 3 were in the 20 years and above bracket. Most Directors were in the category of 1-10 years and 11-20 years brackets, with only 1 with less than one year experience, while the majority of Deputy Directors also fell within the 1 -10 years bracket (10). The Majority of County Assembly staff members (6) fell within the 20 years and above bracket.

Table 4.2 Table showing cross tabulation of Job designation and years of experience across Counties

	Years of experience in the public sector				
Job Designation	less than one year	1 -10 Years	11 - 20 Years	20 Years and above	Total
Chief Officer	0	8	4	3	15
Director	1	7	9	3	20
	1	10	2	5	18
Deputy Director					
	1	5	3	6	15
County Assembly heads					
Total	3	30	18	17	68

4.4 Factor and Reliability Results

Factor analysis for the independent and dependent variables was done with a view of summarizing information contained in a number of original variables into a smaller number of factors without losing much information.

Reliability of the study was done using Cronbach's Alpha, which is a reliability coefficient used to indicate how well items in a set are correlated with each other. Reliability is an indication of the stability and consistency with which the instrument measures a concept and helps to assess the goodness of a measure. The closer a Cronbach's Alpha is to 1, the higher the reliability and a value of at least 0.7 is recommended according to Sekaran (2008).

4.4.1 Intrapersonal traits

Factor analysis was carried out on the ten items on Intrapersonal traits where the following results were obtained (Table 4.1). Loadings of 0.33 can be considered absolute values to be interpreted according to Kothari (2005). David *et al* (2010) concur with this statement by stating that any value 0.40 or above is acceptable for factor loading. Ten factors measuring the independent variable Intrapersonal traits were subjected to a reliability test where a Cronbach's Alpha value of 0.871 was derived.

Table 4.3 Thresholds of the Independent variable Intrapersonal traits

Intrapersonal Traits Indicators	Factor Loading
1. I create an atmosphere of mutual trust in the projects that I lead	.785
2. I provide inspiring strategic and organizational goals	.782
3. I look ahead and forecast what i expect the future to be	.764
4. I am clear about the philosophy of leadership	.681
5. I ask "what can we learn?" when things do not go as expected	.679
6. I appeal to others to share their dreams of the future with me	.652
7. I stay up to date on the most recent developments affecting my County	.648
8. I experiment and take risks with new approaches, even when there is a chance of failure	.640
9. In my County, leaders seek out challenging opportunities that test their skills and abilities	.637
10. In my County, leaders describe the kind of future they would like the followers to have	.543

All the ten factors had a threshold of above 0.4 and were therefore considered for further statistical analysis. The reliability analysis on the ten factors yielded a Cronbach's Alpha of 0.871.

4.4.2 Operational mindset

Ten factors measuring the independent variable Operational mindset were subjected to a reliability test and a Cronbach's Alpha value of 0.860 obtained. All items were further subjected to factor analysis and the following results obtained (Table 4.4).

Table 4.4 Thresholds of the Independent variable Operational mindset

Operational mindset Indicators	Factor Loading
1. Employees input is sought after on upcoming plans and projects	.758
2. My County formulation and implementation of changes involves putting into consideration the operational mindset of its staff	.754
3. My County creates an enabling environment for service delivery that is mission driven	.748
4. My County emphasizes the use of standard procedures and necessity for task accomplishment	.745
5. There exists an environment where employees take ownership of projects and participate in the decision making process	.711
6. My County emphasizes on delivery by results	.705
7. Employees are allowed to set priorities with leaders' guidance	.673
8. My County allows team involvement in determining roles and responsibilities for its staff	.574
9. The final decision making authority is within the department or team	.538
10. Employees do not require to be directed or threatened with punishment in order to get them to achieve organizational objectives	.492

All the ten factors had a threshold of above 0.4 and were therefore considered for further statistical analysis. The reliability analysis on the ten factors yielded a Cronbach's Alpha of 0.860.

4.4.3 Interpersonal Traits

Ten factors measuring the independent variable Operational mindset were subjected to a reliability test and a Cronbach's Alpha value of 0.869 obtained. All items were further subjected to factor analysis and the following results obtained (Table 4.5).

Table 4.5 Thresholds of the Independent variable Interpersonal Traits

Interpersonal Traits Indicators	Factor Loading
1. My County has mechanisms for enhancing capacity that enhances innovation	.807
2. My leaders make it a point to tell the rest of the organization about the good work done by his/her group?	.728
3. Leaders get others to feel a sense of ownership for the projects they work on?	.712
4. My County values diversity at the workplace	.705
5. There is acquisition of new technology in my County to sharpen staff members skills	.688
6. My County uses experienced and knowledgeable mentors for its employees	.668
7. My County has enhanced a communicating culture within the various departments	.650
8. My leader shows sensitivity for the needs and feelings of the other members in the organization?	.640
9. My leader influences others by developing mutual liking and respect	.599
10. Leaders in my County often expresses personal concern for the needs and feelings of other members in the organization?	.577

All the ten factors had a threshold of above 0.4 and were therefore considered for further statistical analysis. The reliability analysis on the ten factors yielded a Cronbach's Alpha of 0.860.

4.4.4 Change Consciousness

Eight factors measuring the independent variable Change Consciousness were subjected to a reliability test and a Cronbach's Alpha value of 0.898 obtained. All items were further subjected to factor analysis and the following results obtained (Table 4.6).

Table 4.6 Thresholds of the Independent variable Change Consciousness

Change consciousness Indicators	Factor Loading
1. My County invests on developing innovation	.863
2. My County values creativity and innovation at the workplace	.844
3. Leader's recognize new environmental opportunities (favourable physical and social conditions) that may facilitate achievement or organizational objectives	.788
4. My County clearly explains what new responsibilities, tasks and duties need to be performed by employees to enhance organizational capability	.783
5. Leader's readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives	.773
6. Leaders' readily recognize constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives	.698
7. My County has set aside resources to facilitate change	.691
8. My County ensures effective communication through raising awareness of changes at the workplace	.678

All the nine factors had a threshold of above 0.4 and were therefore considered for further statistical analysis. The reliability analysis on the ten factors yielded a Cronbach's Alpha of 0.898.

4.4.5 Service Delivery

Nine factors measuring the dependent variable Service Delivery were subjected to a reliability test and a Cronbach's Alpha value of 0.848 obtained. All items were further subjected to factor analysis and the following results obtained (Table 4.7).

Table 4.7 Thresholds of the Independent variable Service Delivery

Service Delivery Indicators	Factor Loading
1. Building plans and land use application is very efficient	.760
2. There is adequate staffing and equipment at the County health facilities	.750
3. Our County customers are accessing services equitably	.744
4. There is a reliable disaster management system in the County	.713
5. There is a trustworthy complaint management system that is accessible to County customers	.705
6. There is an accessible taxation and licencing system in the County	.699
7. Funds allocated to Counties are used for the purpose they are intended	.695
8. Introduction of new technology(IFMIS, e-procurement) in my County has improved service delivery	.611
9. The introduction of huduma centers has improved accessibility of services in the Counties	.434

All the nine factors had a threshold of above 0.4 and were therefore considered for further statistical analysis. The reliability analysis on the ten factors yielded a Cronbach's Alpha of 0.848.

4.5 Quantile – Quantile Plot of Service Delivery

For normally distributed data, the observed values should be spread along the straight diagonal line shown in Figure 4.4. Most of the observed values are spread very close to the straight line thereby indicating high likelihood of normally distributed data, which confirms the Q-Q plot.
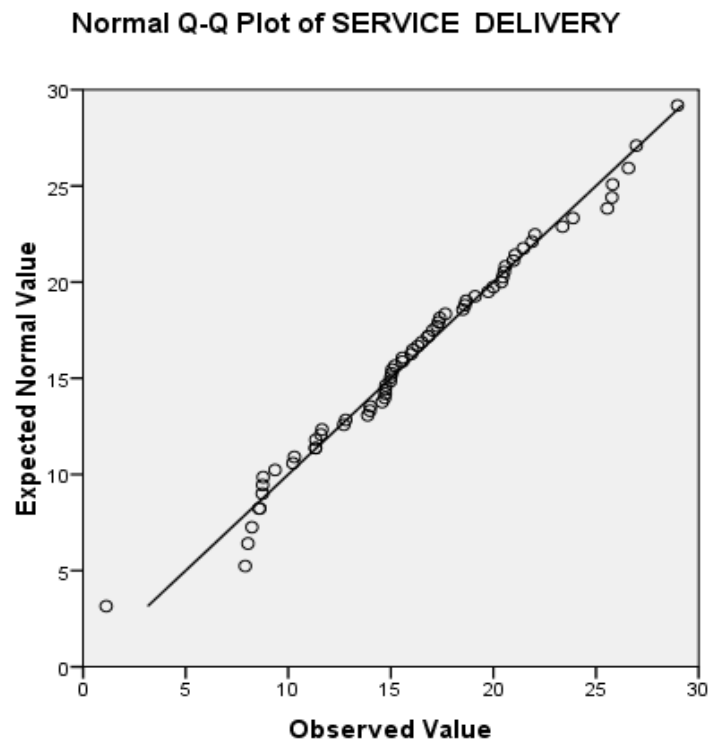
Figure 4.4 Normality of service delivery
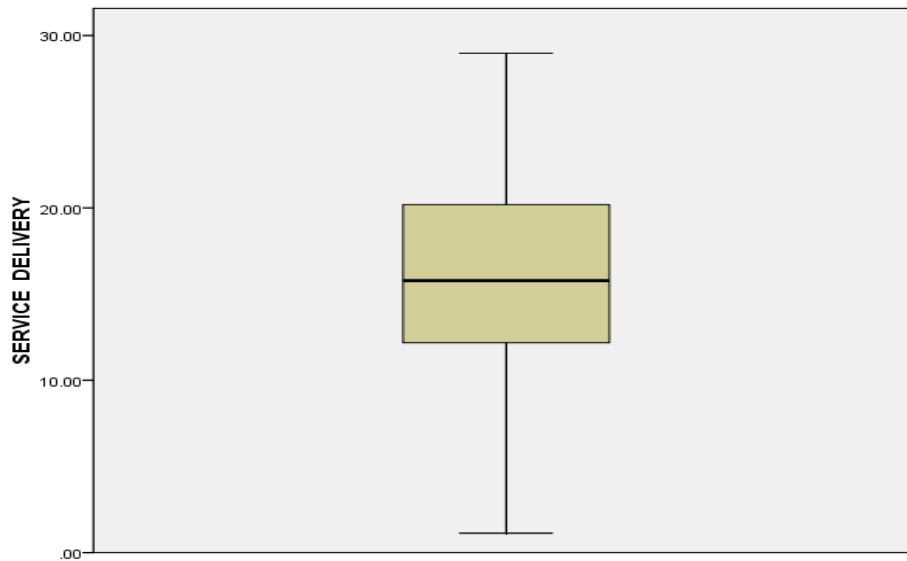
Figure 4.5 Checking for outliers on service delivery

Figure 4.5 above shows the results on the normality test of the dependent variable service delivery, which was normally distributed as there were no outliers. Majority of the responses were closer to the normality line.

4.5.1 Normality test

The normality of the dependent variable, Service delivery was done using One-Sample Kolmogorov-Smirnov Test. The null and alternative hypotheses were:

H_o: The data is normally distributed

H_1: The data is not normally distributed

The results in table 4.11 indicate that Kolmogorov-Smirnov Z is 0.521(p value= 0.949). The null hypothesis was accepted since the p-value is greater than 0.05. This means that the data was normally distributed. For one to fit a linear model to some given data, the dependent variable (Service Delivery) has to be normally distributed (Ghasemi and Zahedias, 2012).

Table 4.8 One- Sample Kolmogorov-Smirnov Test on the dependent variable
(Service Delivery)

		Organizational Commitment
N		68
Normal Parameters[a]	Mean	16.1656
	Std. Deviation	5.51636
Most Extreme Differences	Absolute	.063
	Positive	.060
	Negative	-.063
Kolmogorov-Smirnov Z		.521
Asymp. Sig. (2-tailed)		.949

a. Test distribution is Normal.

4.6 Descriptive Results

This section contains descriptive statistics for all the variables that were used in this study.

4.6.1 Intra personal traits

The first independent variable in the study was Intra personal traits. According to Kothari (2005) an independent variable is antecedent to the dependent variable. It therefore implies that an independent variable causes change in dependent variable. For this study, it was assumed that Interpersonal traits would enhance service delivery. To assess intrapersonal traits, Kurt and Peters (2014) suggested three traits of measurement: personal mastery, personal vision and risk taking.

The respondents were asked to indicate their level of agreement with given statements concerning intra personal traits. A Likert scale was used to measure the extent of their agreement with the statements. 39.7 % of respondents reported that they agreed to a

moderate extent with the statement that leaders in their County seek challenging opportunities that test their skills and abilities, 35.3 % agreed to a large extent while those who agreed with very large extent was 14.7% and to a small extent being 10.3%. None of the respondents disagreed with the statement.

The second statement sought to know whether leaders in the County described the kind of future they would like the followers to have. Majority of the respondents reported that they do so to a large extent (47.1%), at very large extent (10.3%) while moderate extent was (23.5%) and (13.2%) to a small extent. The minority of the respondents (5.9%) reported that they disagreed with the statement.

In response to the third statement that sought to know whether leaders are clear about the philosophy of leadership, many respondents thought that they did so to a large extent 45.6%, moderate extent 23.5% and to a very large extent 22.1% with 8.8% agreeing to a small extent.. None of the respondents agreed with the statement that they were not at all clear with the philosophy of leadership.

The fourth statement sought to establish whether the respondents stay up to date on the most recent developments affecting their County. Majority of the respondents agreed with this statement to a large extent (41.2%), moderate extent (30.9%) and very large extent (22.1%) and to a small extent (4.4%). Few respondents disagreed to this statement at 1.5%.

Majority of the respondents agreed with the statement to a large extent 36.8%, moderate extent 30.9% and to a very large extent 19.1% and 8.8% to a small extent that they appealed to others to share their dreams of the future with them. Minority of the respondents (4.4%) disagreed with the statement.

On the next statement that sought to find out whether they look ahead and forecast what they expect the future to be, many respondents agreed to a large extent 44.1%, 25.0% to

a moderate extent and 19.1% to a very large extent and 10.3% to a small extent. Those who disagreed with the statement were 1.5 %.

In response to whether the respondents provide inspiring strategic and organisational goals, 36.8% agreed to a moderate extent, 29.4% to a large extent, and 27.9% to a very large extent while 1.5% disagreed with the statement.

To the statement - I ask "what can we learn?" when things do not go as expected, majority of the respondents agreed to a large extent 39.7%, 30.9% to a moderate extent and 20.6% to a very large extent. 1.5% of the respondents disagreed with the statement.

Concerning the statement on experimenting and taking risks with new approaches, even when there is a chance of failure, 35.3% of the respondents agreed with the statement while 32.4% agreed to a moderate extent, 17.6% to a very large extent and 13.2% to a small extent while 1.5% of the respondents disagreed with the statement.

A majority of the respondents agreed with the statement that they create an atmosphere of mutual trust in the projects that they lead with 42.6% large extent, 33.8% to a very large extent, 17.6% to a moderate extent while 4.4% to a small extent. Few respondents disagreed with the statement 1.5%. The table below shows the distribution (Table 4.9).

Table 4.9 Statistical analysis of Intrapersonal traits

Statement	NAA %	SE %	ME %	LE %	V L E %	Mean	Median	Mode	Std Dev
1. In my County, leaders seek out challenging opportunities that test their skills and abilities	.0	10.3	39.7	35.3	14.7	4	4	3	1
2. In my County, leaders describe the kind of future they would like the followers to have	5.9	13.2	23.5	47.1	10.3	3	4	4	1
3. I am clear about the philosophy of leadership	.0	8.8	23.5	45.6	22.1	4	4	4	1
4. I stay up to date on the most recent developments affecting my County	1.5	4.4	30.9	41.2	22.1	4	4	4	1
5. I appeal to others to share their dreams of the future with me	4.4	8.8	30.9	36.8	19.1	4	4	4	1
6. I look ahead and forecast what I expect the future to be	1.5	10.3	25.0	44.1	19.1	4	4	4	1
7. I provide inspiring strategic and organizational goals	1.5	4.4	36.8	29.4	27.9	4	4	3	1
8. I ask "what can we learn?" when things do not go as expected	1.5	7.4	30.9	39.7	20.6	4	4	4	1
9. I experiment and take risks with new approaches, even when there is a chance of failure	1.5	13.2	32.4	35.3	17.6	4	4	4	1
10. I create an atmosphere of mutual trust in the projects that i lead	1.5	4.4	17.6	42.6	33.8	4	4	4	1
Average	1.3	8.5	29.1	39.7	20.7	4	4	4	1

* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all - NAA)

The findings show that most of the respondents agreed with the statements on intra personal skills to a large extent (39.7%), to a moderate extent (29.1%), and to a small extent (8.5%). Few of the respondents (1.3%) disagreed with the statements. The findings indicate that leaders in County Governments seek out challenging opportunities that test their skills and abilities, they describe the kind of future they would like their followers to have and are clear about their philosophy of leadership. They further stated that they stay up to date on most developments affecting their Counties, and appeal to others to share their dreams of the future while looking ahead and forecasting what the future might be. They also concurred that they provided inspiring strategic and organizational goals and asked 'what can we learn' when things do not go as expected and that they experimented and took risks with new approaches even when there is a chance of failure, while creating an atmosphere of mutual trust in the project that they lead.

4.6.1.1 Qualitative analysis

Responses from the open ended questions elicited the following comments:

Table 4.10 Qualitative analysis of Intrapersonal traits

Statement	% of respondents
1. Intrapersonal traits contribute to the success of teams	10
2. Lack of creativity and innovation contributes to poor service delivery	10
3. The attitude of leaders towards work to a large extent affects service delivery	30
4. Continuous capacity building workshops should be put in place to increase efficiency	40
5. Intrapersonal traits determine how one responds to situations	10
Total	100

Most of the respondents (40%) reported that continuous capacity building workshops should be put in place to increase efficiency while 30% said that the attitude of leaders towards work affects service delivery to a large extent. 10% of the respondents said that intrapersonal traits contribute to the success of teams, lack of creativity and innovation contributed to poor service delivery and intrapersonal traits determine how one responds to situations.

4.6.2 Operational mindset

The respondents agreed to a large extent (32.4%), and a very large extent (19.1%) to a moderate extent (29.4%) and a small extent (13.2%) that the final decision making authority is within the department or team. Only a minority disagreed with that – not at all (5.9%). This indicates that decision making is largely a team effort within the County setting.

In response to the statement as to whether employees input is sought in upcoming plans and projects, they thought that it is to a large extent (35.3%) , to a very large extent (10.3%), and to a moderate extent (29.3%) while (13.2%) to a small extent. Few respondents (5.9%) disagreed with the statement. This could be attributed to the fact that the respondents fall within the managerial level thus they are involved in decision making.

Asked whether employees are allowed to set priorities with leaders' guidance, majority of the respondents answered in the affirmative with (38.2%) to a large extent, (32.4%) to a moderate extent, (10.3%) to a very large extent while (19.1%) to a small extent. Few of the respondents disagreed with the statement (2.9%). This shows that leaders are keen to guide their juniors in prioritisation of goals.

Majority of the respondents agreed with the statement that their employees do not require to be directed or threatened with punishment in order to get them to achieve organisational objectives to a large extent (36.8%), (23.5%) to a very large extent,

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(25.0%) to a moderate extent and (5.9%) to a small extent. Those who thought that their employees needed to be threatened with punishment or directed in order to achieve organisational goals was (8.8%). This forms a small percentage in comparison with those that agreed with the statement.

The next statement under change consciousness sought to find out whether there existed an environment where employees take ownership of projects and participated in the decision making process. Majority of the respondents (36.8%) agreed in the affirmative with the statement to a large extent, to a moderate extent (29.4%), to a very large extent (11.8%) and to a small extent (16.2%). Few of the respondents disagreed with the statement with (5.9%). This shows that there exists a conducive environment of project ownership within the Counties.

As to whether the County emphasises the use of standard procedures and necessity for task accomplishment, majority of the respondents (41.2%) agreed with the statement to a large extent, 23.5% moderate extent, 16.2% to a very large extent and 17.6% to a small extent. The minority of the respondents responded otherwise (1.5%) not at all. This indicates that Counties rely on the use of standard procedures in order to accomplish tasks.

All respondents agreed to the statement that their County emphasises on delivery by results. Most of the respondents agreed to a large extent (39.7%), 32.4% to a moderate extent, 25% to a very large extent and 2.9 % to a small extent. This indicates that all the respondents felt that the Counties emphasised on delivery by results.

The next statement sought to find out whether their County created an enabling environment for service delivery that is mission driven. Majority of the respondents agreed with the statement to a large extent 42.6%, 26.5% to a moderate extent, 13.2% to a very large extent and 1.5% to a small extent. The findings indicate a very strong leaning towards service delivery that is mission driven.

In response to the statement as to whether their County's formulation and implementation of changes involved putting into consideration the operational mindset of its staff, many respondents agreed with the statement, to a large extent (38.2%), to a moderate extent (33.8%), 7.4% to a very large extent and 19.1% to a small extent. 1.5% of the respondents disagreed with the statement. The majority of the respondents therefore felt that formulation and implementation of changes involved putting into consideration the operational mindset of its staff.

All the respondents agreed with the statement that sought to know whether their respective Counties allow team involvement in determining roles and responsibilities for its staff. Majority of the respondents agreed with the statement, 38.2% to a moderate extent, 35.3% to a large extent, 16.2% to a very large extent and only 10.3% to a small extent. Table 4.11 illustrates the findings.

Table 4.11 Statistical analysis of Operational mindset

Statement	NAA %	SE %	ME %	LE %	VLE %	Mean	Median	Mode	Std Dev.
1. The final decision making authority is within the department or team	5.9	13.2	29.4	32.4	19.1	3	4	4	1
2. Employees input is sought after on upcoming plans and projects	5.9	19.1	29.4	35.3	10.3	3	3	4	1
3. Employees are allowed to set priorities with leaders' guidance	2.9	16.2	32.4	38.2	10.3	3	3	4	1
4. Employees do not require to be directed or threatened with punishment in order to get them to achieve organizational objectives	8.8	5.9	25.0	36.8	23.5	4	4	4	1
5. There exists an environment where employees take ownership of projects and participate in the decision making process	5.9	16.2	29.4	36.8	11.8	3	3	4	1
6. My County emphasises the use of standard procedures and necessity for task accomplishment	1.5	17.6	23.5	41.2	16.2	4	4	4	1
7. My County emphasizes on delivery by results	.0	2.9	32.4	39.7	25.0	4	4	4	1
8. My County creates an enabling environment for service delivery that is mission driven	1.5	16.2	26.5	42.6	13.2	4	4	4	1
9. My County formulation and implementation of changes involves putting into consideration the operational mindset of its staff	1.5	19.1	33.8	38.2	7.4	3	3	4	1
10. My County allows team involvement in determining roles and responsibilities for its staff	.0	10.3	38.2	35.3	16.2	4	4	3	1
Average	3.4	13.7	30.0	37.6	15.3	4.5	4.1	3.9	1

* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all -NAA)

The findings show that most of the respondents agreed with the statements on operational mindset, to a large extent (37.6%), to a moderate extent (30.0%), and to a small extent (13.7%). Few of the respondents disagreed with the statements (3.4%).The

findings indicate that leaders in County Governments agreed with the statements on operational mindset that; the final decision making authority is within the department or team, employees input is sought after on upcoming plans and projects, employees are allowed to set priorities with leaders' guidance, employees do not require to be directed or threatened with punishment in order to get them achieve organizational objectives, there exists an environment where employees take ownership of projects and participate in the decision making process, my County emphasizes the use of standard procedures and necessity for task accomplishment, my County emphasizes service delivery by results, my County creates and enabling environment for service delivery that is mission driven, my County formulation and implementation of changes involves putting into consideration the operational mindset of its staff and that my County allows team involvement in determining roles and responsibilities for its staff .

4.6.2.1 Qualitative analysis

Responses from the open ended questions elicited the following comments:

Table 4.12 Statistical analysis of operational mindset

Statement	% of respondents
Staff are motivated by the sense of ownership in projects	10
Recognition after posting positive results should be made a practice	40
Staff should be more involved in the running of projects	10
Resistance to change should be addressed to create a new culture	30
Team work is key to improve service delivery	10
Total	100

A majority of respondents (40%) reported that recognition after exemplary performance should be made a practice. Resistance to change should be addressed to create a new

culture (30%). Respondents said that; staff are motivated by the sense of ownership in projects and should be involved in running projects while team work is key in improving service delivery (10%).

4.6.3 Inter personal traits

The first statement on inter personal traits sought to find out whether their respective Counties used experienced and knowledgeable mentors for its employees. Majority of the respondents agreed with the statement, to a moderate extent (36.8%), to a large extent (25.0%), to a very large extent (7.4%), and to a small extent (23.5%). A few of the respondents disagreed with the statement (7.4%). The findings indicate that most of the Counties used experienced and knowledgeable mentors for their employees.

The next statement was on whether their Counties have enhanced a communicating culture within the various departments. All the respondents answered in the affirmative with majority saying that they have an enhanced communicating culture within the various departments, to a large extent (36.8%), to a moderate extent (30.9%), to a very large extent (2.9%) and to a small extent (29.4%).

As to whether there was acquisition of new technology in their County to sharpen staff member skills, majority of the respondents agreed with the statement, to a moderate extent (41.2%), to a large extent (20.6%), to a very large extent (11.8%) and to a small extent (25.0%). Few respondents disagreed with the statement (1.5%).

The respondents were then asked whether their Counties value diversity at the workplace, in which they all responded in the affirmative with moderate extent (44.1%), large extent (26.5%), to a very large extent (4.4%) and to a small extent (25.0%). The results indicate that County Governments are valuing diversity at the workplace.

On the statement as to whether Counties have mechanisms for enhancing capacity that enhances innovation, majority of the respondents agreed to a large extent (33.8%), to a

moderate extent (30.9%), and to a very large extent (4.4%) and to a small extent (26.5%). Minority of the respondents (4.4%) disagreed with the statement.

The respondents were then asked whether their leaders showed sensitivity for the needs and feelings of the other members in the organisation. Majority of the respondents answered in the affirmative, to a large extent (41.2%), to a moderate extent (29.4%), to a very large extent (7.4%) and to a small extent (17.6%). 4.4% of the respondents disagreed with the statement by stating that the County did not at all show sensitivity for the needs and feelings of the other members in the organisation.

When asked as to whether their leaders influenced others by developing mutual liking and respect, the respondents agreed with the statement to a moderate extent (38.2%), to a large extent (30.9%), to a very large extent (8.8%) and to a small extent (17.6%). 4.4% of the respondents disagreed with the statement. This indicates that leaders influenced others by developing mutual liking and respect.

In response to the statement as to whether leaders in their Counties expressed personal concern for the needs and feelings of other members in the organisation, Majority of the respondents thought that they do so to a moderate extent (42.6%), to a large extent (32.4%), to a very large extent (2.9%) and to a small extent (19.1%). Those who disagreed with the statement were 2.9%.

All the respondents agreed with the statement that leaders got others to feel a sense of ownership for the projects they work on, to a moderate extent (38.2%), to a large extent (27.9%), to a very large extent (7.4%) and to a small extent (26.5%). The findings indicate that leaders inspired their employees to have a sense of ownership for the projects that they worked on to a moderate extent.

The last statement on interpersonal traits was whether leaders made it a point to tell the rest of the organisation about the good work done by his/her group. Most of the respondents agreed with the statement to a moderate extent (39.7%), to a large extent

(27.9%), to a very large extent (13.2%) and to a small extent (16.2%). Only 2.9% of the respondents disagreed with the statement. The table below shows the distribution of the responses (Table 4.13)

Table 4.13 Statistical analysis of Interpersonal traits

Statement	NAA %	SE %	ME %	LE %	VLE %	Mean	Median	Mode	Std Dev.
1. My County uses experienced and knowledgeable mentors for its employees	7.4	23.5	36.8	25.0	7.4	3	3	3	1
2. My County has enhanced a communicating culture within the various departments	.0	29.4	30.9	36.8	2.9	3	3	4	1
3. There is acquisition of new technology in my County to sharpen staff members skills	1.5	25.0	41.2	20.6	11.8	3	3	3	1
4. My County values diversity at the workplace	.0	25.0	44.1	26.5	4.4	3	3	3	1
5. My County has mechanisms for enhancing capacity that enhances innovation	4.4	26.5	30.9	33.8	4.4	3	3	4	1
6. My leader shows sensitivity for the needs and feelings of the other members in the organization?	4.4	17.6	29.4	41.2	7.4	3	3	4	1
7. My leader influences others by developing mutual liking and respect	4.4	17.6	38.2	30.9	8.8	3	3	3	1
8. Leaders in my County often expresses personal concern for the needs and feelings of other members in the organization?	2.9	19.1	42.6	32.4	2.9	3	3	3	1
9. Leaders get others to feel a sense of ownership for the projects they work on?	.0	26.5	38.2	27.9	7.4	3	3	3	1
10. My leaders make it a point to tell the rest of the organization about the good work done by his/her group?	2.9	16.2	39.7	27.9	13.2	3	3	3	1
Average	2.8	22.6	37.2	30.3	7.1	3	3	3.3	1

* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all -NAA)

The findings showed that most of the respondents agreed with the statements on inter personal traits to a moderate extent (37.2%), to a large extent (30.3%), and to a small extent (22.6%). Few of the respondents (2.8%) disagreed with the statements. The findings indicated that leaders in County Governments agreed with the statements on inter personal skills that; my County uses experienced and knowledgeable mentors for its employees, my County has enhanced a communicating culture within the various departments, there is acquisition of new technology in my County to sharpen members skills, my County values diversity at the work place, my County has mechanisms for enhancing capacity that enhances innovation, my leader shows sensitivity for the needs and feelings of the other members in the organization, my leader influences others by developing mutual liking and respect, leaders in my County often expressed personal concern for the needs and feelings of other members in the organization, leaders get others to feel a sense of ownership for the projects they work on and that my leaders make it a point to tell the rest of the organization about the good work done by his/her group.

4.6.3.1 Qualitative analysis

Responses from the open ended questions on interpersonal traits elicited the following comments:

Table 4.14 Qualitative analysis of Interpersonal traits

Statement	% of respondents
Attitude to work and colleagues to a large extent determines success of projects	40
Inter departmental relationships should be fostered to improve service delivery	20
Working in teams should be encouraged for increased efficiency	10
Communication is key to better interpersonal relationships	20
Diversity should be embraced within counties with emphasis on ethnicity	10
Total	100

Attitude to work and colleagues determines success of projects to a large extent (40%), 20% of the respondents said that interdepartmental relationships should be fostered to improve service delivery and that communication is key to better interpersonal relationships. Diversity should be embraced within counties with emphasis on ethnicity and working in teams should be encouraged for increased efficiency (10%).

4.6.4 Change consciousness

The respondents were asked whether their respective Counties ensured effective communication through raising awareness of changes at the workplace, to which the majority of the respondents agreed to a moderate extent (48.5%), to a large extent (27.9%), to a very large extent (5.9%) while %) to a small extent (14.7. 2.9% of the respondents disagreed with the statement.

The next statement sought to find out whether their Counties clearly explain what new responsibilities, tasks and duties need to be performed by employees to enhance organisational capability, to which majority of the respondents agreed with the statement to a large extent (42.6%), to a moderate extent (25.0%), to a very large extent (10.3%), and (20.6%) to a small extent. Few of the respondents disagreed with the statement (1.5%).

In response as to whether their Counties invest in developing innovation, majority of the respondents agreed in the affirmative to a moderate extent (30.9%), to a large extent (30.9%), and (7.4%) to a very large extent, and (25.0%) to a small extent while 5.9% of the respondents disagreed with the statement.

The next statement sought to find out whether Counties value creativity and innovation at the workplace. Majority of the respondents agreed with the statement (36.8%) to a moderate extent, (36.8%) to a large extent, (2.9%) to a very large extent and (20.6%) to a small extent. 2.9% disagreed with the statement.

As to whether their Counties have set aside resources to facilitate change, the respondents agreed to a moderate extent (32.4%), to a small extent(27.9%), to a large extent (25.0%) and 98.8% to a very large extent. Few of the respondents (5.9%) disagreed with the statement. The reponses indicate that Counties have to a large extent set aside resources to facilitate change.

The next statement sought to find out whether leaders recognise new environmental opportunities (favourable physical and social conditions) that may facilitate achievement or organisational objectives. Majority of the respondents answered in the affirmative to a large extent (44.1%), to a moderate extent (23.5%), to a small extent (23.5%) and to a very large extent (4.4%). Respondents who disagreed with the statement were 4.4%.

All respondents agreed with the statement that their leaders readily recognised constraints in the physical environment (technological limitations, lack of resources, etc) that may stand in the way of achieving organisational objectives. 35.4% agreed to a moderate extent, to a large extent (29.4%), to a small extent (20.6%) and 14.7% to a very large extent. This indicates that leaders are more aware of constraints in their physical environment than social and cultural environments.

The last statement sought to find out whether leaders readily recognise constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives. Majority of the respondents agreed with the statement, to a large extent (41.2%), to a moderate extent (27.9%), to a small extent (17.6%) and to a very large extent (11.8%). 1.5% of the respondents disagreed with the statement. The table 4.15 below indicates the responses on Change Consciousness.

Table 4.15: Statistical analysis of Change consciousness

Statement	NAA	SE	ME	LE	VLE	Mean	Median	Mode	Std Dev.
	%	%	%	%	%				
1. My County ensures effective communication through raising awareness of changes at the workplace	2.9	14.7	48.5	27.9	5.9	3	3	3	1
2. My County clearly explains what new responsibilities, tasks and duties need to be performed by employees to enhance organizational capability	1.5	20.6	25.0	42.6	10.3	3	4	4	1
3. My County invests on developing innovation	5.9	25.0	30.9	30.9	7.4	3	3	3	1
4. My County values creativity and innovation at the workplace	2.9	20.6	36.8	36.8	2.9	3	3	3	1
5. My County has set aside resources to facilitate change	5.9	27.9	32.4	25.0	8.8	3	3	3	1
6. Leader's recognize new environmental opportunities (favourable physical and social conditions) that may facilitate achievement or organizational objectives	4.4	23.5	23.5	44.1	4.4	3	3	4	1
7. Leader's readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives	.0	20.6	35.3	29.4	14.7	3	3	3	1
8. Leaders' readily recognize constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives	1.5	17.6	27.9	41.2	11.8	3	4	4	1
Average	3.1	21.3	32.5	34.7	8.3	3	3.3	3.4	1

The header note spanning Mean/Median/Mode/Std Dev. reads "Subtotal".

* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all -NAA)

The findings show that most of the respondents agreed with the statements on change consciousness to a large extent (34.7%), to a moderate extent (32.5%), and to a small extent (21.3%). Few of the respondents (3.1%) disagreed with the statements. The findings indicate that leaders in County Governments agreed with the statements on change consciousness that; my County ensures effective communication through raising awareness of changes at the workplace, my County clearly explains what new

responsibilities, tasks and duties need to be performed by employees to enhance organizational capability, my County invests on developing innovation, my County values creativity and innovation at the workplace, my County has set aside resources to facilitate change, leaders recognize new environmental opportunities (favorable physical and social conditions) that may facilitate achievement or organizational objectives, Leader's readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives and Leaders' readily recognize constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives.

4.6.4.1 Qualitative analysis

Responses from the open ended questions on change consciousness elicited the following comments:

Table 4.16 Qualitative analysis of Change consciousness

Statement	% of respondents
Prior awareness of impeding changes enables proper adjustment of staff	30
Leaders should engage the public to establish their expectations on service delivery	20
There's a lot of political interference in the county setting that is affecting service delivery	20
More finances should be allocated for implementation of change	20
Change consciousness has encouraged innovations e.g investment conferences	10
Total	100

Majority of the respondents said that prior awareness of impeding changes enables proper adjustment of staff (30%), while 20% said that leaders should engage the public to establish their expectations on service delivery, political interference in the county setting affects service delivery and more finances should be allocated for implementation of change. 10% of the respondents said that change consciousness has encouraged innovations e.g investment conferences.

4.6.5 Service Delivery

The first statement sought to find out whether there is a reliable disaster management system in the County. Majority of the respondents answered in the affirmative to a moderate extent (32.4%), to a small extent (30.9%), to a large extent (19.1%) and to a very large extent (8.8%). Few respondents (8.8%) disagreed with the statement.

The second statement asked the respondents whether there is a trustworthy complaint management system that is accessible to County customers. Majority of the respondents answered that there was to a small extent (38.2%), to a moderate extent (27.9%), to a large extent (19.1%) and 5.9% to a very large extent. Few respondents (8.8%) disagreed with the statement.

The respondents were then asked whether the introduction of Huduma centers has improved accessibility of services in the Counties. The respondents felt that they have to a large extent (35.3%), to a very large extent (27.9%), to a small extent (19.1%) and to a moderate extent (11.8%). A small percentage of the respondents (5.9%) disagreed with the statement.

The next statement sought to find out whether building plans and land use application is very efficient. Most of the respondents thought that it is efficient to a moderate extent (39.7%), to a small extent, to a large extent (17.6%) and to a very large extent (4.4%). 7.4% of the respondents disagreed with the statement.

As to whether County customers were accessing services equitably, 36.8% thought they did to a moderate extent, to a large extent (35.3%), to a small extent (23.5%) while to a very large extent (1.5%). 2.9% of the respondents stated that customers weren't accessing services equitably.

Majority of the respondents stated that there is an accessible taxation and licensing system in the Counties to a large extent (41.2%), to a moderate extent (30.9%), to a very large extent (14.7%) while to a small extent (8.8%). Only 4.4% of the respondents disagreed with the statement.

Asked whether the introduction of new technologies (IFMIS, e-procurement) has improved service delivery, majority thought it has to a moderate extent (33.8%), to a large extent (29.4%), to a small extent (16.2%) and to a very large extent (4.4%). 16.2% of the respondents disagreed with the statement which was a significant percentage.

The next statement sought to find out whether funds allocated to Counties are used for the purpose they are intended. Majority of the respondents thought they did to a large extent (39.7%), to a small extent (26.5%), to a moderate extent (16.2%) and to a very small extent (11.8%). 5.9% of the respondents disagreed with the statement.

The last statement in this section sought to find out whether there is adequate staffing and equipment at the County health facilities. Majority of the respondents agreed that there was to a moderate extent (36.8%), to a small extent (29.4%), to a large extent (16.2%) and to a very large extent (7.4%). 10.3% disagreed with the statement. Table 4.17 shows the results.

Table 4.17 Statistical analysis of Service delivery

| | NAA | SE | ME | LE | VLE | Subtotal | | | |
						Mean	Median	Mode	Std Dev.
	%	%	%	%	%				
1. There is a reliable disaster management system in the County	8.8	30.9	32.4	19.1	8.8	3	3	3	1
2. There is a trustworthy complaint management system that is accessible to County customers	8.8	38.2	27.9	19.1	5.9	3	3	2	1
3. The introduction of Huduma centers has improved accessibility of services in the Counties	5.9	19.1	11.8	35.3	27.9	4	4	4	1
4. Building plans and land use application is very efficient	7.4	30.9	39.7	17.6	4.4	3	3	3	1
5. Our County customers are accessing services equitably	2.9	23.5	36.8	35.3	1.5	3	3	3	1
6. There is an accessible taxation and licencing system in the County	4.4	8.8	30.9	41.2	14.7	4	4	4	1
7. Introduction of new technology(IFMIS, e-procurement) in my County has improved service delivery	16.2	16.2	33.8	29.4	4.4	3	3	3	1
8. Funds allocated to Counties are used for the purpose they are intended	5.9	26.5	16.2	39.7	11.8	3	4	4	1
9. There is adequate staffing and equipment at the County health facilities	10.3	29.4	36.8	16.2	7.4	3	3	3	1
Average	7.8	24.8	29.6	28.1	9.6	3.2	3.3	3.2	1

* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all -NAA)

In response to the statements on service delivery, most of the respondents were in agreement (29.6%) to a moderate extent, (28.1%) to a large extent,) to a small extent (24.8% and to a very large extent (9.6%) and 7.8% disagreed with the statement.

The respondents agreed with the statements that; There is a reliable disaster management system in the County, There is a trustworthy complaint management system that is accessible to County customers, The introduction of huduma centers has improved accessibility of services in the Counties, Building plans and land use application is very efficient, Our County customers are accessing services equitably, There is an accessible taxation and licencing system in the County, Introduction of new technology(IFMIS, e-procurement) in my County has improved service delivery, Funds allocated to Counties are used for the purpose they are intended and that There is adequate staffing and equipment at the County health facilities.

On the introduction of Huduma centers, majority of the respondents agreed that it had improved accessibility of services in the Counties to a large extent (38.2%). There was significant disagreement (16.2%) of respondents on whether the introduction of new technologies had improved service delivery.

4.6.3.1 Qualitative analysis

Responses from the open ended questions elicited the following comments:

Table 4.18 Qualitative analysis of Intrapersonal traits

Statement	% of respondents
County staff should be allocated enough resources to improve service delivery	20
More staff should be employed to improve efficiency	20
Policies should be put in place to guide service delivery in the counties	10
More public awareness should be done to sensitise the public on the services available	30
All county government functions should be digitalised to enhance service delivery	20
Total	100

Most of respondents reported that more public awareness should be done to sensitize the public on the services available (30%), while 20% said that county staff should be allocated enough resources to improve service delivery, more staff should be employed to improve efficiency and county government functions should be digitalized to enhance service delivery. 10% of the respondents said that policies should be put in place to guide service delivery in the counties.

4.7 Correlation and regression analysis results

A scatter plot was done in this section followed by correlation and regression analysis on all independent variables versus the dependent variable.

Intrapersonal traits versus service delivery

4.7.1.1 Scatter Plot

A scatter plot was generated to show the kind of relationship that existed between the independent variable intra personal traits and the dependent variable Service delivery. The figure 4.6 indicates an upward sloping relationship. This means that there is a strong positive linear relationship between intra personal traits and service delivery. The level of influence of intra personal traits on service delivery can therefore be statistically determined by undertaking linear correlation and regression analysis.
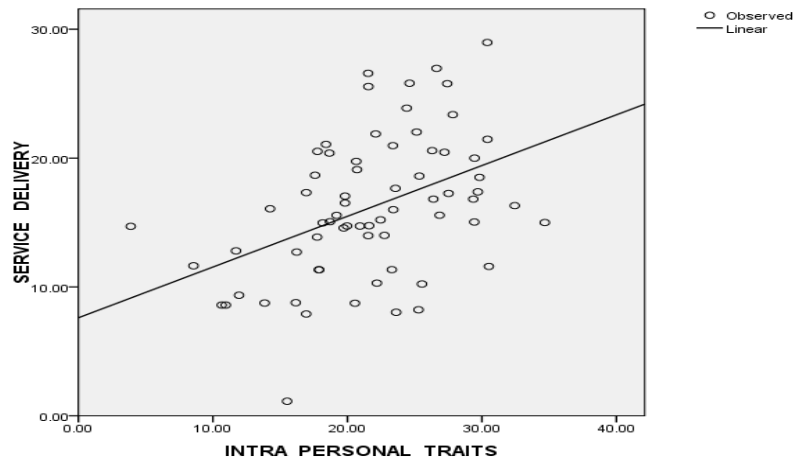
Figure 4.6 Regression line of intra personal traits versus service delivery

4.7.1.2 Correlation results

Karl Pearson Correlation Coefficient is the most widely used method of measuring the degree of relationship between two variables (Kothari, 2004). This ranges from -1 to +1, where -1 indicates a perfect negative correlation, 0 no correlation and +1 a perfect positive correlation. This assists a researcher in determining the magnitude and direction of the relationship between two variables.

The Pearson Correlation of intra personal traits versus service delivery was computed and yielded a result of 0.433 (p value=0.000). This indicates a moderate significant and positive linear relationship between the two variables. Table 4.14 clearly shows that there is a moderate positive linear relationship between the two variables. Dancy and Reidy (2004) state that there is a positive linear relationship between variables if the correlation coefficient ranges between 0-4 and +0.6.

Table 4.19 Pearson correlation of Intra personal traits versus Service delivery

		Service Delivery	Intra Personal Traits
Service Delivery	Pearson Correlation	1	.433[**]
	Sig. (2-tailed)		.000
	N	68	68
Intra Personal Traits	Pearson Correlation	.433[**]	1
	Sig. (2-tailed)	.000	
	N	68	68

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

4.7.1.3 Regression Analysis

The regression analysis shows a relationship R=0.433 and R^2 =0.187. This means that 18.7% of variation in intra personal traits can be explained by a unit change in service delivery. The remaining percentage 81.3% can be explained by the other three variables i.e Operational mindset, change consciousness and interpersonal traits. The table 4.20 below illustrates this.

Table 4.20 Model summary for Intra personal traits versus service delivery

R	R Square
.433[a]	.187

a. Predictors: (Constant), Intra personal traits

In order to establish the regression relationship between intrapersonal traits and service delivery, the coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The constant in table 4.21 indicates that is significantly different from 0 at 7.610. The coefficient $\beta=0.394$ is significantly different from 0 since the p value is 0.000 which is less than 0.05.

This means therefore that the null hypothesis is rejected and alternative hypothesis taken thus Y=7.610+0.394 (intra personal traits) + e , is significantly fit. There is therefore a positive linear relationship between intra personal traits and service delivery.

Table 4.21 Relationship between Intra personal traits and service delivery

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Constant	B	Std. Error	Beta		
	7.610	2.276		3.343	.001
Intra Personal Traits	.394	.101	.433	3.900	.000

a. Dependent Variable: Service Delivery

F-test was then carried out to test the null hypothesis that there was a relationship between intrapersonal traits and service delivery. The ANOVA test in Table 4.22 shows

that the significance of the F- Statistic is less than 0.05 meaning that there was a significant relationship between intra personal traits and service delivery.

Table 4.22 ANOVA Results for Intrapersonal traits

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	381.910	1	381.910	15.213	.000
Residual	1656.918	66	25.105		
Total	2038.828	67			

Operational mindset versus service delivery

4.7.1.2 Scatter Plot

A scatter plot was generated to show the kind of relationship that existed between the independent variable operational mindset and the dependent variable Service delivery. The figure 4.7 indicates an upward sloping relationship. This means that there is a strong positive linear relationship between operational mindset and service delivery. The level of influence of operational mindset on service delivery can therefore be statistically determined by undertaking linear correlation and regression analysis.
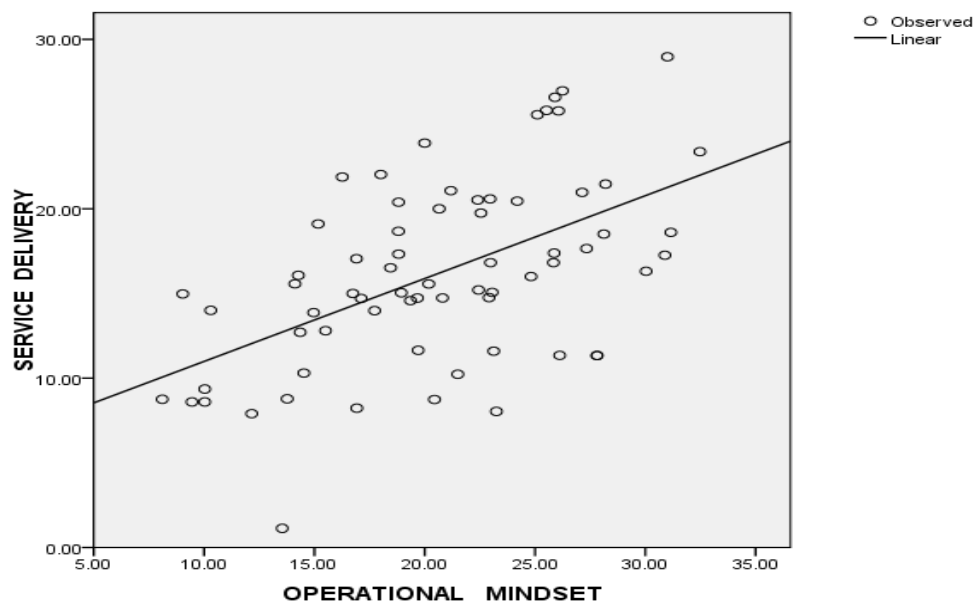
Figure 4.7 Regression line of operational mindset versus service delivery

4.7.2.2 Correlation

The Pearson Correlation of intra personal traits versus service delivery was computed and yielded a result of 0.534 (p value=0.000). This indicates a moderate significant and positive relationship between the two variables. Table 4.23 clearly shows that there is a moderate positive linear relationship between the two variables.

Table 4.23 Pearson correlation of operational mindset versus Service delivery

		Operational mindset	Intra Personal Traits
Service Delivery	Pearson Correlation	1	.534[**]
	Sig. (2-tailed)		.000
	N	68	68
Operational mindset	Pearson Correlation	.534[**]	1
	Sig. (2-tailed)	.000	
	N	68	68

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

4.7.2.3 Regression Analysis

The regression analysis showed a relationship R=0.534 and R^2 =0.285. This means that 27.4% of variation in intra personal traits can be explained by a unit change in service delivery. The remaining percentage 72.6% can be explained by the other three variables i.e intrapersonal traits, change consciousness and interpersonal traits. The table 4.24 below illustrates this.

Table 4.24 Model summary for operational mindset versus service delivery

R	R Square
.534[a]	.274

a. Predictors: (Constant), Intra personal traits

In order to establish the regression relationship between operational mindset and service delivery, the coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero.

The constant in table 4.25 indicate that is significantly different from 0 at 6.094. The coefficient β=0.489 which is significantly different from 0 and p value is 0.000 which is less than 0.05.

This means therefore that the null hypothesis is rejected and alternative hypothesis taken thus Y=6.094+0.489 (operational mindset) + e , is significantly fit. There was therefore a positive linear relationship between operational mindset and service delivery.

Table 4.25 Relationship between operational mindset and service delivery

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.094	2.045		2.980	.004
Intra Personal Traits	.489	.095	.534	5.127	.000

a. Dependent Variable: Service Delivery

F-test was then carried out to test the null hypothesis that there was a relationship between operational mindset and service delivery. The ANOVA test in Table 4.26 shows that the F- Statistic is less than 0.05 meaning that there was a significant relationship between operational mindset and service delivery.

**Table 4.26 ANOVA Results for operational mindset**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	580.766	1	580.766	26.289	.000
Residual	1458.062	66	22.092		
Total	2038.828	67			

4.7.3 Inter personal traits versus service delivery

4.7.3.1 Scatter Plot

A scatter plot was generated to show the kind of relationship that existed between the independent variable inter personal traits and the dependent variable Service delivery. The figure 4.8 indicates an upward sloping relationship. This means that there is a strong positive linear relationship between inter personal traits and service delivery.

The level of influence of inter personal traits on service delivery can therefore be statistically determined by undertaking linear correlation and regression analysis.
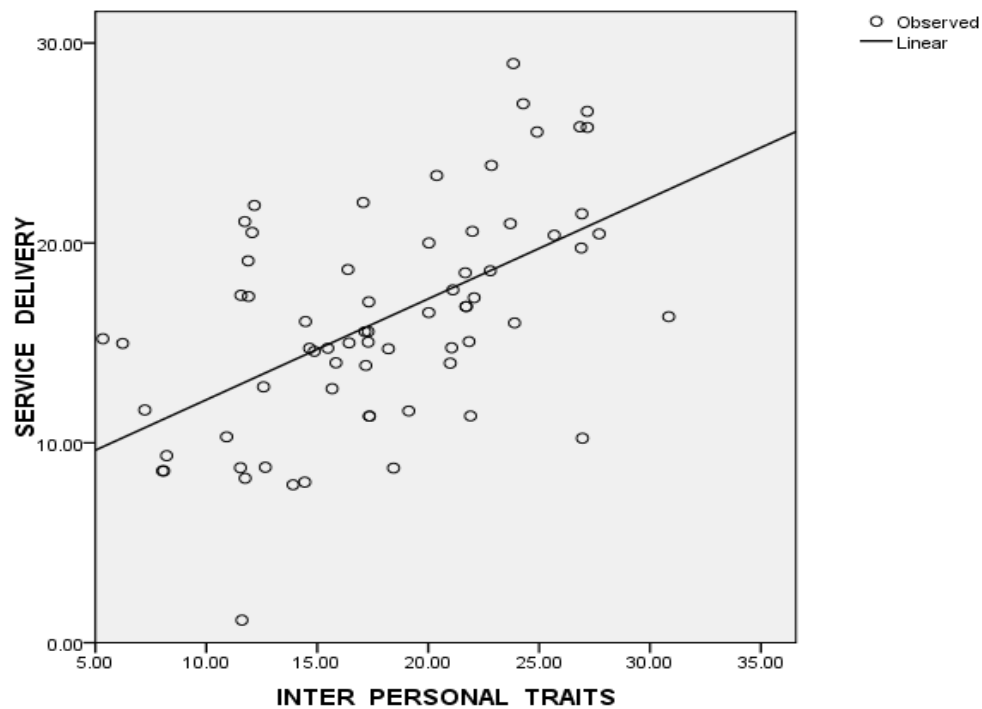
Figure 4.8 Regression line of Inter personal traits versus service delivery

4.7.3.2 Correlation

The Pearson Correlation of inter personal traits versus service delivery was computed and yielded a result of 0.552 (p value=0.000). This indicates a moderate significant and positive relationship between the two variables. Table 4.27 clearly shows that there is a moderate positive linear relationship between the two variables.

Table 4.27 Pearson correlation of Inter personal traits versus Service delivery

		Service Delivery	Inter Personal Traits
Service Delivery	Pearson Correlation	1	.552[**]
	Sig. (2-tailed)		.000
	N	68	68
Inter Personal Traits	Pearson Correlation	.552[**]	1
	Sig. (2-tailed)	.000	
	N	68	68

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

4.7.3.3 Regression Analysis

The regression analysis showed a relationship R=0.552 and R^2 =0.305. This means that 30.5 % of variation in inter personal traits could be explained by a unit change in service delivery. The remaining percentage 69.5% could be explained by the other three variables i.e Operational mindset, change consciousness and intra personal traits. The table 4.28 below illustrates this.

Table 4.28 Model summary for Inter personal traits versus service delivery

R	R Square
.552[a]	.305

a. Predictors: (Constant), Intra personal traits

In order to establish the regression relationship between inter personal traits and service delivery, the coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The constant in table 4.29 indicate that is significantly different from 0 at 7.108. The coefficient β=0.505 which is significantly different from 0 and p value is 0.000 which is less than 0.05.

This means therefore that the null hypothesis is rejected and alternative hypothesis taken thus Y=7.108+0.505 (inter personal traits) + e , is significantly fit. There is therefore a positive linear relationship between inter personal traits and service delivery.

Table 4.29 Relationship between Inter personal traits and service delivery

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.108	1.776		4.002	.000
Inter Personal Traits	.505	.094	.552	5.377	.000

a. Dependent Variable: Service Delivery

F-test was then carried out to test the null hypothesis that there was a relationship between inter personal traits and service delivery. The ANOVA test in Table 4.30 showed that the F- Statistic is less than 0.05 meaning that there was a significant relationship between inter personal traits and service delivery.

Table 4.30 ANOVA Results for Inter personal traits

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	621.031	1	621.031	28.910	.000
Residual	1417.797	66	21.482		
Total	2038.828	67			

4.7.4 Change Consciousness versus service delivery

4.7.4.1 Scatter Plot

A scatter plot was generated to show the kind of relationship that existed between the independent variable change consciousness and the dependent variable Service delivery. The figure 4.9 indicates an upward sloping relationship. This means that there is a strong positive linear relationship between change consciousness and service delivery. The level of influence of change consciousness on service delivery can therefore be statistically determined by undertaking linear correlation and regression analysis.
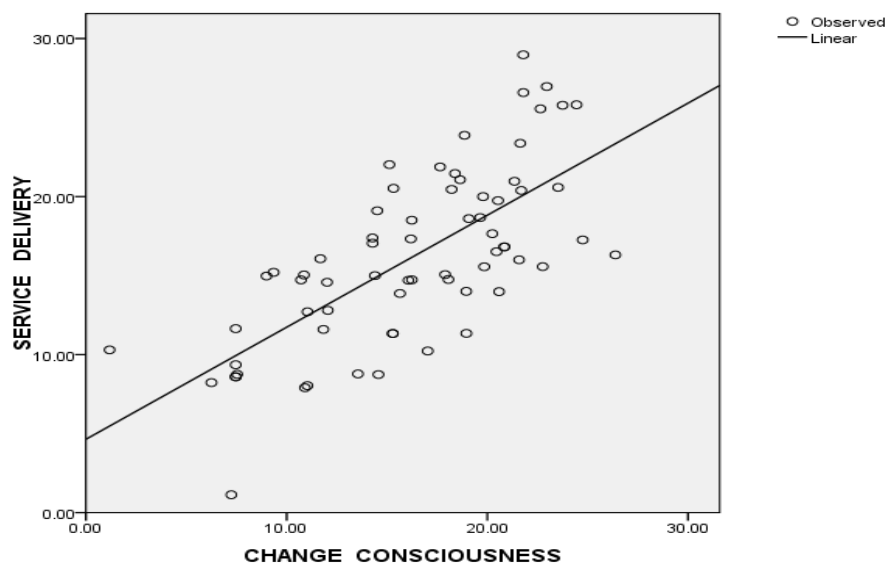
Figure 4.9 Regression line of change consciousness versus service delivery

The Pearson Correlation of change consciousness versus service delivery was computed and yielded a result of 0.702 (p value=0.000). This indicated a moderate significant and positive relationship between the two variables. Table 4.31 clearly shows that there is a moderate positive linear relationship between the two variables.

Table 4.31 Pearson correlation of change consciousness versus Service delivery

		Service Delivery	change consciousness
Service Delivery	Pearson Correlation	1	.702[**]
	Sig. (2-tailed)		.000
	N	68	68
Change consciousness	Pearson Correlation	.702[**]	1
	Sig. (2-tailed)	.000	
	N	68	68

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

4.7.4.2 Regression Analysis

The regression analysis showed a relationship R=0.702 and R^2 =0.492. This means that 49.2% of variation in change consciousness can be explained by a unit change in service delivery. The remaining percentage 50.8% can be explained by the other three variables i.e Operational mindset, intrapersonal traits and interpersonal traits. The table 4.32 below illustrates this.

Table 4.32 Model summary for change consciousness versus service delivery

R	R Square
.702[a]	.492

a. Predictors: (Constant), Intra personal traits

In order to establish the regression relationship between change consciousness and service delivery, the coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The constant in table 4.33 indicate that is significantly different from 0 at 4.643. The coefficient $\beta=0.709$ which is significantly different from 0 and p value is 0.000 which is less than 0.05.

This means therefore that the null hypothesis was rejected and alternative hypothesis taken thus Y=4.643+0.709 (change consciousness) + e, is significantly fit. There was therefore a positive linear relationship between change consciousness and service delivery.

Table 4.33 Relationship between change consciousness and service delivery

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.643	1.518		3.059	.003
Change consciousness	.709	.089	.702	8.002	.000

a. Dependent Variable: Service Delivery

F-test was then carried out to test the null hypothesis that there was a relationship between change consciousness and service delivery. The ANOVA test in Table 4.34 showed that F- Statistic is less than 0.05 meaning that there was a significant relationship between change consciousness and service delivery.

Table 4.34 ANOVA Results for change consciousness

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1003.961	1	1003.961	64.029	.000
Residual	1034.867	66	15.680		
Total	2038.828	67			

4.8 Overall model Summary

4.8.1 Overall Regression Analysis

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables (intra personal traits, Operational mindset, change consciousness and interpersonal traits) against the dependent variable, Service delivery. Regression analysis is a statistics process of estimating the relationship between variables, according to Green and Salkind (2003). This assists a researcher in generating equations that describe the statistical relationship between one or more predictor variables and the response variable. The regression analysis results were presented using regression model summary tables, analysis of variance (ANOVA) table and beta coefficient tables.

4.8.2 Combined effect model

Multiple regression model was to determine whether independent variables notably, X1 = Intra personal traits, X2 = Operational mindset, X3 = Inter personal traits and X4 Change consciousness affected the dependent variable service delivery.

Multiple regression model presented below was used to test on the relationship between the variables of the study:

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_{3\ +}\ \beta_4 X_4 + e$$

Where:

Y	-	Service delivery by devolved Governments
α_0	-	Constant (Co-efficient of intercept)
X_1	-	Intra personal traits
X_2	-	Operational mindset
X_3	-	Interpersonal traits
X_4	-	Change consciousness
$\beta_1, \beta_2, \beta_3\ \&\ \beta_4$	-	Coefficients of the four variables
e	-	Is the residual error

The findings of the overall regression model to determine the significance of each independent variable on the dependent variable are presented below.

On Table 4.35, the coefficient of determination is 0.946 which implied that 94.6% of the variation in service delivery was explained by intra personal traits, Operational mindset, change consciousness and interpersonal traits of the staff. This implied that there existed a strong relationship between the independent variables and service delivery in County Governments. The remaining 5.4% can be explained by other variables not included in the study. R square and adjusted R is high; therefore this implies that there is a high variation that can be explained by the overall model.

Table 4.35: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974	.949	.946	3.97625

The ANOVA results for regression coefficients on Table 4.36 show the significance of the F statistics is 0.000 which is less than 0.05. This implies that there was a significant relationship between the intra personal traits, Operational mindset, change consciousness and interpersonal traits and the service delivery in the County Governments.

Table 4.36 ANOVA results for regression coefficients

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18797.087	4	4699.272	297.223	.000
	Residual	1011.877	64	15.811		
	Total	19808.963	68			

Table 4.37 presents the beta coefficients of all independent variables versus the dependent variable.

Table 4.37: Beta Coefficients of the independent variables

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Intra personal traits	.360	.092	.212	3.913	.000
Operational mindset	.260	.115	.201	2.261	.027
Inter personal traits	.331	.146	.145	2.267	.026
Change consciousness	.713	.151	.715	4.718	.000

Fitted model $Y = 0.360X1 + 0.260X_2 + 0.331X_3 + 0.713X_4$

The regression model is therefore: Service delivery = 0.360 (Intra personal traits) + 0.026 (operational mindset) + 0.331 (Inter personal traits) + 0.713 (Change consciousnesses)

These findings indicate that all of the tested variables (intra personal traits, Operational mindset, change consciousness and interpersonal traits) had positive relationship with service delivery. The findings show that all the variables tested were statistically significant with p-values less than 0.05.

$X_1 = 0.360$ implied that a unit change in intra personal traits resulted into a 0.360 change in service delivery

$X_2 = 0.260$ implied that one unit change in the operational mindset will result into a 0.260 change in service delivery

$X_3 = 0.331$; implied that one unit change in interpersonal traits will result into a 0.331 change in service delivery

$X_4 = 0.713$; implied that one unit change in change consciousness will result into a 0.713 change in service delivery

4.9 Discussion of findings

4.9.1. Discussions of findings on effect of Intra personal traits on Service Delivery

The stated null Hypothesis 1 was H_1: Intra personal traits influences Service Delivery by Devolved Governments in Kenya. The specific dimensions considered by the study were: personal mastery, personal vision and risk taking. The regression analysis on Table (4.20) validates a positive and linear relationship between Intra personal Traits and Service Delivery. The table (4.20) indicates that this variable explains up to (18.7%) variation in Service Delivery ($R^2 = 0.187$).

Empirical findings on intra personal traits indicate that there are specific traits that seem to distinguish leaders and followers, which make a leader successful (Fleenor, 2006). These findings concur with Bird (1940) and Stogdill (1948) who indicate that traits of individuals with position of leadership differ with those who are not. Bass (1990) also supports that there are personality attributes that leaders possess. Findings from the research indicated a positive and significant relationship between Intrapersonal traits and Service delivery.

The findings indicated that leaders within the counties seek out challenging opportunities that test their skills and abilities which agrees with findings of Kurt and Peters (2014) who indicated that leaders need to master their own abilities in order to inspire trust of others. Llyod (2009) emphasizes on the importance of continual learning to assist the leader progress towards achieving their vision. The findings indicated that most of the leaders stay updated on most developments affecting their counties while appealing to others to share their dreams/vision. Senge (1994) affirms that leaders should align the effort of the people to the vision of the organization. The respondents stated that they experiment and take risks with new approaches even with a chance of failure. This is a very important personal trait according to Piccolo (2005) who confirms that risk-taking behavior among leaders is an important component of organizational

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success. These results therefore indicate that leaders need to employ their intra personal traits in order to enhance service delivery.

4.9.2. Discussion of findings on effect of operational mindset on Service Delivery

The stated null Hypothesis 2 was H_2: Operational mindset influences Service Delivery by Devolved Governments in Kenya. The specific dimensions considered by the study were: accountability, mission driven and delivery of results. The regression analysis on Table (4.24) validates a positive and linear relationship between operational mindset and Service Delivery. The table (4.24) indicates that this variable explains up to (27.4%) variation in Service Delivery ($R^2 =0.274$).

Empirical studies were drawn from Blake et al (1985) whose findings indicated that the style of leadership determines the productivity of the followers. Zeithamal et al (1996) agree with these findings by stating that leadership styles adopted by leaders influence the effectiveness of delivery process. This also agrees with the findings of Ng'aru and Wafula (2015) who recommend that leaders need to adopt leadership styles that auger well with employees for it to have a profound impact on Service delivery. Findings from the research indicated a positive and significant relationship between operational mindset and Service delivery.

The findings of the study show that the final decision making authority is within departments or teams and that employees input is sought after on upcoming plans and projects. This indicates the commitment to accountability as echoed by the World Bank Report (2004) where performance is enhanced through delegation. Findings also indicated that employees are allowed to a large extent to set priorities with leaders' guidance and do not need to be threatened with punishment in order to achieve organizational objectives. This agree with the studies of Kee *et al* (2007) and Kurt and Peters (2014) who state that transformational stewards are mission driven and engage followers in defining the mission and core values of an organization. The results also

indicated that county leaders emphasize the use of standard procedures and necessity for task accomplishment and emphasizes service delivery by results. This concur with the findings of Ulrich and Smallwood (2010) who state that result-focused leadership entails having clear focus on outcomes that leaders will produce as a result of an investment. Bass and Avolio (1994) agrees that transformational leaders should articulate a compelling vision of the future by expressing confidence that goals will be achieved by providing an image of what is essential to be considered.

The findings indicate that the respondents agreed that operational mindset has a significant effect on service delivery thus leaders need to employ operational mindset in order to enhance service delivery.

4.9.3. Discussion of findings on effect of Inter personal traits on Service Delivery

The stated null Hypothesis 3 was H_3: Inter personal traits influences Service Delivery by Devolved Governments in Kenya. The specific dimensions considered by the study were: valuing diversity, mentorship and communication. The regression analysis on Table (4.28) validates a positive and linear relationship between Inter personal Traits and Service Delivery. The table (4.28) indicates that this variable explains up to (30.5%) variation in Service Delivery ($R^2 = 0.305$).

Empirical studies indicated that no leadership style is right for every manager under all circumstances especially when dealing with their followers (Bolden et al, 2003). They also state that leader-member relations are the amount of loyalty, dependability and support that a leader receives from employees. This is also supported by the Hersey-Blanchard model of leadership which adopts a situational perspective of leadership. Kee *et al (*2007) aver that transformational stewards approach their interactions with others differently from other leadership theories as they seek to empower and engender trust in their employees throughout the organization.

Findings from the study indicate that respondents agreed to a large extent that counties use experienced and knowledgeable mentors for its employees. Bass and Avolio (1994) emphasize on the importance of a structured and well implemented mentoring scheme which is key to a sustainable and vibrant organization. The results from the study also showed the presence of an enhanced communicating culture within the various department but they indicated that this was an area that needed more improvement. The importance of communication in organizations is critical to successful organizational change as echoed by Kee *et al* (2007). Duncan (2009) agrees with this by stating that communication can prevent conflict and improve job satisfaction for employees. The respondents in the study stated that their counties value diversity and leaders show sensitivity for needs and feelings of members in the organization. Kowalski *et al* (2008) agree with these findings by stating that capacity for trust should be built within every day interactions in order to value diversity. Respondents felt that there was room for improvement so as to be inclusive of many cultures within the county setting. This sentiment is echoed by Ithula (2010) who observes that managers should increase their sensitivity on diversity to tame it in the workplace by listening and understanding workers' different culture.

4.9.4. Discussion of findings on effect of Change consciousness on Service Delivery

The stated null Hypothesis 4 was H_4: Change consciousness influences Service Delivery by Devolved Governments in Kenya. The specific dimensions considered by the study were: Innovativeness, organizational capability and raising awareness. The regression analysis on Table (4.32) confirms a positive and linear relationship between Change consciousness and Service Delivery. The table (4.32) indicates that this variable explains up to (49.2%) variation in Service Delivery (R^2 =0.492). This was the highest variable affecting service delivery.

Empirical studies carried out on change consciousness indicate that organizational changes are dependent on the nature of the organization and its environment, by

adopting incremental changes or radical changes (Boston, 2000). The vision of the leader is important in planning and implementing the strategies (Wasim & Imran, 2010). Kotter (1996) proposes the eight steps in organizational change which underlie the importance of leaders during organizational change. Effective leadership is therefore always required to bring effective changes (Kennedy, 2000).

Findings from the study indicate that counties ensure to a large extent that there is effective communication through raising awareness of changes at the workplace. This could be explained by the devolution phenomenon with many new functions and tasks added within the counties that were not there before, thus necessitating the need for effective communication of impeding changes. This agrees with the findings of Ng'aru and Wafula (2015) who state that organizational change occurs as a reaction to an ever-changing environment, response to current crisis situation or triggered by leaders. The research also established that leaders explain new responsibilities, tasks and duties to be performed by employees to enhance organizational capability. This agrees with the observation of Ulrich and Smallwood (2010) who stated that good leadership investments don't just focus on how to better individual leaders but also on how to build leadership as an organizational capability throughout the organization by designing sustainable leadership systems.

The results of the study also indicated that the counties invest in developing innovation and has set aside resources to facilitate change to a large extent. This agrees with the findings of Kee *et al* (2007) which state that transformational stewards do not wait for a crisis to innovate and create but attempt to build an environment that values continuous learning whereby workers draw on current and past experiences to shape the future of the organization. Somech (2006) agrees that leaders can influence innovation by stimulating discussion and reflection in teams by facilitating innovative ideas. This is very important in the county government setting where changes are very dynamic change consciousness therefore has a very significant effect on service delivery. Leaders need to employ operational mindset in order to enhance service delivery.

4.9.5. Discussion of findings on Service Delivery

The findings of the study indicated that there exists a strong positive relationship between the independent variables (intra personal traits, operational mindset, change consciousness and interpersonal traits) and service delivery in county governments with a variation of R^2 0.946. The remaining 5.4% can be explained by other variables not included in the study.

Respondents indicated that introduction of Huduma Centers has improved accessibility of services in the counties. This agrees with the findings of Abdalla *et al* (2015) on their study on effect of Huduma Centers who found that respondents were generally satisfied with the reliability of service delivery at Huduma Centers, in addition to an efficient complaint management system. The research findings however indicate that introduction of new technology (IFMIS and e-procurement) have not had a significant positive effect on service delivery in the counties. This agrees with the findings of Kwena (2013) on factors influencing the use of IFMIS as being; few departments using IFMIs to carry out their operations thus limited use in most of Government ministries, resistance from middle level managers on the use of IFMIS, lack of involvement of users during design stage and subsequent training of the system components and restricted access to IFMIS by users.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS
5.1 Introduction

In this chapter, the summary of findings, conclusions and recommendations of the study are presented. The purpose of the study was to assess the role of transformational stewardship in enhancing service delivery by devolved Government units in Central Kenya Counties. The specific objectives were to analyze the effect of intra personal traits on service delivery by Devolved Government units, to analyze the effect of operational mindset on service delivery by Devolved Government units, to examine the effect of inter personal traits on service delivery by Devolved Government units in Kenya and to assess the effect of change consciousness on service delivery by Devolved Government units in Kenya.

5.2 Summary of findings

Transformational Stewardship traits indicated having a significant effect on Service Delivery. Leaders within the county government setting should embrace these traits as custodians of public resources. Change consciousness was identified to be a key trait for leaders to embrace innovation and creativity while setting aside resources to facilitate change. The purpose of this study was to examine the effect of Transformational Stewardship on Service Delivery and present new evidence. The specific objectives of the study were to examine the effect of Transformational Stewardship traits (intra personal, operational mindset, interpersonal and change consciousness) on Service delivery by county governments in Kenya. To achieve these objectives, the research hypothesis interrogated the relationship between intra personal, operational mindset, interpersonal and change consciousness on Service Delivery. The study adopted descriptive and correlational research design using primary data collected through a structured questionnaire, administered to the respondents. The research instrument was pilot tested for validity through the content-related method and reliability by use of

Cronbach's Alpha. The target population of 363 county officers drawn from 5 counties was identified. A sample size of 90 was identified using stratified random sampling. The methodology adopted involved development of a multi regression model to reject or accept the postulated hypotheses. Descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data. Data was then presented in form of tables, graphs and pie charts. Regression analysis was also carried out and findings used to display the strength of the relationship between the independent variable, Service Delivery, against all the four independent variables.

5.3 Conclusions

Devolution has been cited as an avenue towards achieving bringing services closer to the people whilst improving efficiency, accountability and equitability of resources. Leadership plays a vital role in the realization of this vision. Leaders in the county Governments have been mandated to ensure that they utilize the available resources as good stewards in order to enhance service delivery in their counties.

The regression results obtained provide evidence indicating a positive and significant effect of Transformational stewardship traits on enhancing service delivery, with change consciousness showing the strongest and most robust effect.

5.3.1 Effect of intra personal traits on service delivery

The study established that intra personal traits indeed had a positive effect on service delivery. A variation of (18.7%) in service delivery may be explained by a unit change in intra personal traits. This agrees with the views of Llyod (2009) in his work: Looking through the windows of Senge's five disciplines, where he analyses Senge's (1994) view on the important traits that a leader should have. This study focused on three main intra personal traits; personal mastery, personal vision and risk taking. Kurt and Peters (2014) assert that these traits are important for a steward leader. Kee *et al* (2007) also agree with this observation that several characteristics or traits are important for a leader e.g

intelligence, continuous learning attitude, and personal vision among others. Many trait theories have tried to emphasize the importance of leaders having intra personal traits which can either be inherent or learnt (Mc Kee & Boyatzis, 2002).

Based on the findings of the study, it was concluded that intrapersonal traits are key in service delivery. These are traits that an individual should have to be an effective leader.

5.3.2 Effect of operational mindset on service delivery

The study established that operational mindset had indeed a strong positive effect on service delivery. A variation of (27.4%) in service delivery can be explained by a unit change in operational mindset. This study focused on three key traits on operational mindset; accountability, mission driven and delivery of results. These findings echo the observations by Ziethaml and Bitner (1996) who argue that leadership styles adopted by leaders influenced the effectiveness of the service delivery process. Sendlove (2007) posits that leadership is concerned with the art of influencing followers which needs a vision, goal setting and motivating people. Ulrich and small wood (2010) also emphasize that results-focused leadership development means having a clear focus on the outcomes that leaders will produce.

Regarding operational mindset, the style a stewardship leader employs was very important as it defines the involvement of staff in the day to day running of the organization. Many leaders do not provide an enabling environment for active participation of staff in decision making process. This study has highlighted the importance of leaders within the County Government context to involve their staff in decision making. This ultimately leads to better service delivery as staff take ownership of the organization as a whole. Accountability by leaders was found to be on a moderate scale. This means that more needs to be done in order to improve stewardship of leaders by being more accountable.

5.3.3 Effect of inter personal traits on service delivery

It was established that there was a strong positive effect of inter personal traits on Service Delivery by Devolved Government units. A variation of 30.5% in service delivery can be explained by a change in inter personal traits. This study focused on three main traits; valuing diversity, mentorship and communication. These findings are in agreement with the findings of Mitchell and Scott (1987) who proposed that leaders must display the virtue of trust and honorableness in order to be legitimate leaders. Kowalski et al (2008) posit that leaders must build a capacity for trust by understanding the impact of culture and diversity on communications, assumptions that one makes about a person's character, and learning.

Communication is also a very important component for an effective leader it can prevent conflict from occurring by clearly conveying views and vision to the staff (Duncan, 2009).

5.3.4 Effect of change consciousness on service delivery

The findings of the study indicated that there was a strong positive effect of inter personal traits on service delivery by devolved government units. A variation of 49.2% in service delivery can be explained by a change in change consciousness. This was the highest among the other examined variables in the study. The main indicators under change consciousness that were observed in the study were; innovativeness, organizational capability and raising awareness. This was a very important parameter as a lot of changes have taken place during devolution of functions to the County Governments. The study sought to find out the identification of new opportunities and constraints in the organization by leaders and how effective communication is employed in addressing these issues.

This agrees with the observations of Ng'aru and Wafula (2015), who state that organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. These findings mirror those of Ross and Horenkamp (2007) who stated that service delivery innovation is an ongoing process which must be embedded into the way organizations develop new products and services. Ulrich and Smallwood (2010) agree with these findings that good leadership should build an organization by designing sustainable leadership systems – organizational capability.

On service delivery, the study found that there are trustworthy complaint management systems that are accessible to customers to a moderate extent. The respondents stated that the streets and roads and land use application are good to a moderate extent. Equitability of service delivery was also to a moderate extent indicating that much needs to be done to improve service delivery in the Counties. The presence of Huduma Centers in most Counties was lauded as having improved service delivery at the County level. These findings support the argument of the study on the need of considering Transformational Stewardship traits to enhance service delivery. For leaders to be stewards they should therefore promote sound leadership principles among them transparency and accountability as custodians of public resources.

5.4 Recommendations

5.4.1 Recommendations for managerial practices

Human Resource Development (HRD) function has a crucial role in matching individual's traits with job roles and whether individual attributes measure up to job requirements. Personality traits have been found to have functional value for individuals in solving problems in addition to facilitating performance and positive career outcomes. It is therefore recommended that counties identify these traits during recruitment and also nurture them so as to groom employees for managerial positions.

Based on the findings of the study, change consciousness plays a significant role in the running of counties. It is therefore important that counties invest in efficient communication systems so that staff are abreast with the dynamism that devolution presents. With so many impeding changes in the county environment, Leaders should be keen on ensuring that staff are involved in the planning and implementation stages. They should also increase their personal competencies to understand the organizational environment.

Based on the findings of the study, County Governments need to increase their staffing levels especially at the County Health facilities, to increase efficiency thereby offering better service delivery.

5.4.2 Recommendations for policy

The findings of the study indicated that political interference is a major concern in decision making within County setting. There is therefore need to have professionals run the affairs of Counties not politicians. Policies should be put in place to determine the kind of professionals that are needed to work in leadership positions in the county level.

Complaint management systems should also be improved so that customers can access them equitably. A lot of public awareness needs to be done so that customers are made aware of the avenues available of launching their complaints.

Regarding adoption of new technologies (IFMIS and e-procurement) to improve service delivery, the study established that this is not the case and an investigation needs to be done to find out why it is not improving service delivery. The complaint management system should be accessible to customers to enable them voice their concerns. In addition there should be more prudent use of resources as respondents noted that funds allocated to Counties were used for the purpose they are intended to a moderate extent.

5.4.3 Study's contribution to theory

Based on the findings of the study, Transformational stewardship traits (interpersonal, operational mindset, intrapersonal traits and change consciousness) indeed enhance service delivery. The study adopted the Kee model for change (transformational stewardship traits) which has been tested and applied in the Public Service of Western developed countries. These findings can therefore be adopted in the Kenyan public service context, in order to enhance service delivery.

5.5 Areas for further research

The study investigated intrapersonal traits, operational mindset, interpersonal traits and change consciousness as affecting service delivery. Further research can be done to explore other traits that a transformational steward should have to improve service delivery.

The concept of devolution being relatively new in Kenya has brought with it immense challenges on utilization of resources at the county level. Other factors e.g work environment, employees' competency, use of technology and existing service delivery policies can be investigated to show how service delivery can be enhanced.

In depth analysis of more public and private organizations should be carried out to obtain more diverse groups of people that will yield more significant results. Primary data should be collected from a group/sample where the response rate will be good (study focused primarily on the middle level and top management) to obtain significant results.

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APPENDICES

Appendix I: Introduction letter

JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY
DEPARTMENT OF ENTREPRENEURSHIP, TECHNOLOGY,
LEADERSHIP & MANAGEMENT

Telegrams "Thika"
Tel: (0151) 52181-4
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OFFICE OF THE CHAIRPERSON
P. O. BOX 62000-00200
NAIROBI

DATE: 3rd September, 2015

JKU/46/HD412-1349/2012

To whom it may concern:

Dear Sir/Madam,

RE: PhD RESEARCH FOR: REBECCAH ANN WAMBUI MAINA (HD412-1349/2012)

This is to introduce to you **Ms. Rebecca Ann Maina** who is a student pursuing Doctor of Philosophy in Human Resource Management in the Department of Entrepreneurship, Technology, Leadership and Management in the School of Entrepreneurships, Procurement and Management, College of Human Resource Development at Jomo Kenyatta University of Agriculture and Technology.

The student is currently undertaking a research on: **"Effect of Transformational Stewardship in Service Delivery by Devolved Government's in Central Kenya."** in partial fulfilment of the requirement for the programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable her obtain the necessary data for the research. Please note that the information given is purely for academic purposes and will be treated with strict confidence.

Thank you.

Yours faithfully,

KENYATTA UNIVERSITY OF AGRICULTURE
AND TECHNOLOGY
P O BOX 62000-00200 NAIROBI
03 SEP 2015

Prof. G. S. Namusonge, Ph.D.
Ag. Dean, School of Entrepreneurship, Procurement and Management
GSN/hkm

JKUAT is ISO 9001:2008 Certified
Setting Trends in Higher Education, Research and Innovation

Appendix II: NACOSTI Research Permit

THIS IS TO CERTIFY THAT:
MS. REBECCAH ANN WAMBUI MAINA
of JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY,
62000-200 NAIROBI,has been permitted
to conduct research in *Kiambu ,
Kirinyaga , Muranga , Nyandarua ,
Nyeri Counties*

on the topic: *EFFECT OF
TRANSFORMATIONAL STEWARDSHIP IN
SERVICE DELIVERY BY DEVOLVED
GOVERNMENT'S IN CENTRAL KENYA*

for the period ending:
2nd November,2016

....
Applicant's
Signature

Permit No : NACOSTI/P/15/45591/7943
Date Of Issue : 16th November,2015
Fee Recieved :Ksh 2000

....
Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

NACOSTI

National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A 7195

CONDITIONS: see back page

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
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Email: secretary@nacosti.go.ke
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When replying please quote

9ᵗʰ Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. NACOSTI/P/15/45591/7943

Date:
16ᵗʰ November, 2015

Rebeccah Ann Wambui Maina
Jomo Kenyatta University of Agriculture
and Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Effect of transformational stewardship in service delivery by devolved government's in central Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Kiambu, Kirinyaga, Murang'a, Nyandarua and Nyeri Counties** for a period ending 2ⁿᵈ **November, 2016.**

You are advised to report to **the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

DR. S. K. LANGAT, OGW
FOR: DIRECTOR GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.

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Appendix III: Questionnaire

INSTRUCTION: *Please answer all the questions honestly and exhaustively by putting a tick (√) or numbers in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.*

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence.

PART A: Background Information

Job Designation…………………………………………………………………

County …………………………….

Body   [ ]   County government

         [ ]   County Assembly

         [ ] Any other (please specify) …………………………………………………

Years of experience in the public sector   [ ]   less than one year

                                        [ ]   1 -10

                                        [ ]   10 – 20 [ ]

                                        20 and above   [ ]

PART B: Intrapersonal Traits (personal traits)

Section I: Intra personal Traits

1. Please indicate the extent to which you agree with the following statements on intra-personal traits in your County. Use a scale of 1-5, where (1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

	1	2	3	4	5
In my County, I seek out challenging opportunities that test my skills and abilities					
In my County, I describe the kind of future they would like my followers to have					
I am clear about the philosophy of leadership					
I stay up to date on the most recent developments affecting my County					
I appeal to others to share their dreams of the future with me					
I look ahead and forecast what I expect the future of my followers to be					
I provide inspiring strategic and organizational goals					
I ask "what can we learn?" when things do not go as expected					
I experiment and take risks with new approaches, even when there is a chance of failure					
I create an atmosphere of mutual trust in the projects that I lead					

2. In your opinion, how else do intrapersonal traits affect service delivery in your County?

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……………………………………………………………………………………………

……………………………………………………………………………………………

PART C: Operational Mindset

Section II: Operational mindset

1. The following are operational mindset practices which are key in achieving successful service delivery. Please indicate the extent to which they are practiced in your County. Use a scale of 1-5, where (1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

	1	2	3	4	5
The final decision making authority is within the department or team					
Employees input is sought after on upcoming plans and projects					
Employees are allowed to set priorities with leaders' guidance					
Employees do not require to be directed or threatened with punishment in order to get them to achieve organizational objectives					
There exists an environment where employees take ownership of projects and participate in the decision making process					
My County emphasises the use of standard procedures and necessity for task accomplishment					
My County emphasizes on delivery by results					
My County creates an enabling environment for service delivery that is mission driven					
My County formulation and implementation of changes involves putting into consideration the operational mindset of its staff					
My County allows team involvement in determining roles and responsibilities for its staff					

2. In your opinion, how else does operational mindset affect service delivery in your County?

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PART D: Inter Personal traits

Section III: interpersonal traits

1. Please indicate the extent to which you agree with the following statements on inter personal traits in your County. Use a scale of 1-5, where (1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

	1	2	3	4	5
My County uses experienced and knowledgeable mentors for its employees					
My County has enhanced a communicating culture within the various departments					
There is acquisition of new technology in my County to sharpen staff members skills					
My County values diversity at the workplace					
My County has mechanisms in place for enhancing capacity for innovation					
My leader shows sensitivity for the needs and feelings of the other members in the organization					
My leader influences others by developing mutual liking and respect					
Leaders' in my County often expresses personal concern for the needs and feelings of other members in the organization					
Leaders' get others to feel a sense of ownership for the projects they work on					
My leaders' make it a point to tell the rest of the organization about the good work done by his/her group					

In your opinion, how else do interpersonal traits affect service delivery in your County?

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PART E: Change Consciousness

Section IV: Change consciousness

1. Please indicate the extent to which you agree with the following statements on change consciousness in your County. Use a scale of 1-5, where (1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5- very large extent)

	1	2	3	4	5
My County ensures effective communication through raising awareness of changes at the workplace					
My County clearly explains what new responsibilities, tasks and duties need to be performed by employees					
My County invests in developing innovation					
My County values creativity and innovation at the workplace					
My County has set aside resources to facilitate change					
Leader's recognize new environmental opportunities (favourable physical and social conditions) that may facilitate change process					
Leader's readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stifle change process					
Leaders' readily recognize constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stifle change process					

2. In your opinion, how else does change consciousness affect service delivery in your County?

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PART F: Service Delivery

1. Please indicate the extent to which you agree with the following statements relating to service delivery in County Governments in Kenya.

Use a scale of 1-5, where (1-Not at all, 2-small extent, 3-moderate extent, 4-large extent and 5-very large extent)

	1	2	3	4	5
There are longer waiting hours for our customers to access licensing services					
There is a reliable disaster management system in the County					
There is a trustworthy complaint management system that is accessible to County customers					
The introduction of Huduma Centers has improved accessibility of services in the Counties					
Building plans and land use application is very efficient					
Our County customers are accessing services equitably					
There is an accessible taxation and licencing system in the County					
Introduction of new technology (IFMIS, e-procurement) in my County has improved service delivery					
Funds allocated to Counties are used for the purpose they are intended					
There is adequate staffing and equipment in most County facilities					

2. In your opinion how would service delivery be enhanced in County Governments in Kenya

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Thank You.

Appendix IV: Map indicating the counties under study