

**EFFECTS OF CORPORATE GOVERNANCE ON SERVICE
DELIVERY TO THE GENERAL PUBLIC:
A CASE STUDY OF HOMA BAY COUNTY GOVERNMENT**

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15/00541

**A DESERTATION PROJECT SUBMITTED TO THE SCHOOL OF
BUSINESS AND PUBLIC ADMINISTRATION IN PARTIL
FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA) OF KCA
UNIVERSITY**

SEPTEMBER, 2021

DECLARATION

Student's Declaration

This project report to the best of my knowledge is my original work has not been submitted in any institution for examination. Any part of the work should not be reproduced unless with the permission of Kca University.

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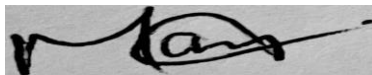
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Supervisor's Declaration

This project report has been submitted for examination purposes with my consent and approval as the KCA University Supervisor

Dr. Mary Mwanzia

Signature



Date30/08/21

DEDICATION

This entire study is dedicated to my mother Jennifer Adhiambo for her relentless and unending prayer attitude. She has been my pillar when obstacles push me to the wall.

ACKNOWLEDGEMENT

This entire work has been monitored closely by my supervisor and mentor, Dr. Mwanzia. She has been a vessel of hope especially when I felt like giving up. Thank you so much for your inspiration.

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LIST OF ABBREVIATION

SPSS	Statistical Package for social Science
MCA's	Members of County Assembly
KIPPRA	Kenya Institute of Public Policy Research and Analysis
EACC	Ethics and Anti-Corruption Commission

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DEFINITION OF TERMS

Accountability	Giving depiction or a description of something happened. Accountability is based on the fact that the public servants are able to be answerable to any aftermath of a decision, policies and actions thereby elevating public trust (Monk and Minow, 2004)
Corporate Governance	Collaborative process through norms, laws, language or power of an organized society over a social system. It is done by the government of a state, by a market, or by a network (Mactolo, 2013)
Good Governance	It is the set of procedures, customs, laws, processes and institutions influencing the manner a corporation is governed, controlled and administered (Knell, 2006).
Inclusivity	It is the entire effort to involve various stakeholders into a decision-making process through a fair means (Peter, 2011).
Public Participation:	A process of directly involving the people in making decision and wholly considering public opinions when making (Devas and Grant, 2013)
Service delivery:	Service delivery: A type of cooperative whose main aim is to concentrate the savings of its members and facilitate them with credit facilities (Okwee, 2011)
Transparency:	The government is obliged to share with citizens the information vital to make informed choices besides holding officials accountable for their actions. (Clarke and de la Rama, 2008)

ABSTRACT

With proper implementation, corporate governance holds an ability to improve management, service delivery and generally people's lives. The main aim of decentralization through county level governance was practically bringing services down to the people. For this reason, there will be urge to find out the extent to which corporate governance influences service delivery at the county government level with focus at the county government of Homa Bay. The major aim of this study will be to determine the magnitude at which corporate governance influences service delivery at the county government of Homa Bay in Kenya. The specific objectives of this study will be to: find out the degree to which accountability of staff influence service delivery at the county government of Homa Bay; establish how transparency influence service delivery at the county government of Homa Bay; determine the extent to which public participation influence service delivery at the county government of Homa Bay; and to determine the extent to which inclusivity influences service delivery at the county government of Homa Bay. The study adopted descriptive research design with a target population of 160 respondents and census method. Qualitative and quantitative data was collected and analysed used SPSS Version 20.0 and Nvivo version 15.0 for analyzing qualitative data. The results established that majority of the respondents agreed that accountability, transparency, public participation and inclusivity affects service delivery at Homa Bay County. Accountability had a positive influence on service delivery. A unit increase in accountability would lead to a significant increase of 29.3% in service delivery at Homabay County Government. Public participation had a positive influence on service delivery. Public participation is the most important factor that influence service delivery. A unit increase in public participation would lead to a significant increase of 75.8% in service delivery at the Homabay County government. Transparency had a positive influence on service delivery. A unit increase in transparency would lead to a significant increase of 22.3% in service delivery. Inclusivity had a positive influence on service delivery. A unit increase in inclusivity would lead to a significant 38.3 % in service delivery. *Constant* – On average, the level of service delivery in the absence of any predictor variables was 2.73.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The section dealt with the background, statement of the problem, objectives and importance of the study. The concept of corporate governance has existed ever since the concept of company and separation of ownership was established. The subject of corporate governance is a vast topic that incorporates managerial accountability, board structure and shareholder rights (Nicholas & Price, 2018). The concept of corporate governance has existed ever since the concept of company and separation of ownership was established. This is from as far as 3500 BC during the Sumerian revolution. Originally, corporate governance practices were popular within the private sector.

According to ASX Principles of Good Corporate Governance (2003) is the system by which firms are managed and directed and thereby influencing the manner in which objectives of the organizations are set and achieved, risk monitoring and assessment, and performance optimization. Accordingly, effective corporate governance system facilitates organization to add value through innovation entrepreneurship, exploration and development whilst providing control systems and accountability beginning with the attached risks. In the context of decentralization, issues of corporate governance apply differently in the public sector. With decentralization, countries struggle to establish a balance between inclusive governance and accountability. It takes time before both the central government and the county governments can streamline their governance practices. According to Claessens Djankov and Lang, (2008) following the successful implementation of the constitution in Thailand in 1997, the country has struggled with governance issues in relation to decentralization in a bid to ensure that sub-national governments have adequate resources and financial management skills at their disposal to successfully perform their new responsibilities. Chen et al. (2013) notes that Indonesia has taken up initiatives to ensure that their decentralized governance improved efficiency and enhanced service delivery within the public sector. According to Eldon (2014) good corporate governance require effective systems of internal control. In such a structure, citizens expect that county management is in a position to manage the risks the county faces and to put controls in place to deal with such risks.

In recent past, it has become crystal clear that the effectiveness of efforts in developing countries to achieve human development goals hinges largely on the quality of governance in those countries and the zeal and commitment of governments and civil society institutions. One country that has been in the spotlight for its corporate governance struggles is Canada. Mohd-Fairuz (2009) recommends the adoption of practices from the private sector a remedy that has seen Malaysia makes bold improvements in her push for improved corporate governance. There are also African countries that have decentralized their governance systems thereby necessitating the need for corporate governance mechanisms to be in place. Taking Nigeria for instance, given the volatile nature of their country, the central government has recognized the need to have frameworks in place aimed at resolving problems stemming from the separation of ownership and control (Ejubekpokpo and Esuiké 2013). Senegal is also a decentralized African state that has also battled with corporate scandals. Typical of other African states with decentralized mechanisms, more often than not, even when corporate scandals are reported, no known deterrent sanctions have been meted out on the culprits (Abidin and Ahmaa 2007). African governments should establish institutes of Corporate Governance for training and promoting good corporate governance.

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1.1.1 Corporate Governance

In a report by Transparency International, (2010), governance in publicly run institutions faces the monster vice of corruption. According to the report, good corporate governance is greatly hampered by corruption which is inherent where profit can be gained through financial transactions and policy outcomes. With decentralization and transfer of power and 5

responsibilities to county governments, there is need for far-reaching public sector and corporate governance standards to tackle corruption among other vices that hamper effective running of county governments and the nation in entirety. Kenya adopted decentralization after a new constitution was adopted in 2010. The country which was once centralized transformed into a decentralized one as power functions and services were transferred from the central government to the county governments. Since their formation, County Governments in Kenya have been deeply implicated mostly in fiscal problems emanating from poor corporate governance practices (Mwabu and Kibua 2008). As a result, administration of most county governments is characterized by inefficiency and budgetary burdens which more often than not justify their poor economic performance. One of the areas that counties have shown poor governance practices is in the area of human resourcing. Taking the instance of Kisumu, Mombasa and Nyeri Counties where county clerks have been accused of hiring county employees based on factors other than on merit (Matete 2015). Governors from Embu, Nandi, Narok, and Isiolo Counties have also been in the headlines for a long-time following accusation over claims of misappropriation of county funds. However, there are counties that have put proper governance mechanisms in place in ways that have set apart their performance compared to many others (Institute of Economic Affairs, 2012). Take the instance of Machakos County which despite the fact that there exist shortfalls in governance, the management in the county has been acknowledged as being 6 efficient in resource allocation. Similarly, Kakamega County and Kajiado Counties have been acknowledged for the effort that they put in running their counties.

1.1.2 County Governments

In the Kenyan Context, County governments are systems of governance under the decentralized government. With devolution came decentralization of functions from the central government with the aim of attaining accountability and equal distribution of resources. Top leadership in county governments are elective in nature, meaning that holders of office have to be voted in by their constituents. Such offices that are recognized by the constitution include the governors, senators and MCAs. Thus, it is the citizens who are represented by these offices that are shareholders. Accordingly, the GoK has a responsibility to enhance the value of its assets through the efficient delivery of public services where the public socio-economic needs of its citizenry are required or through optimizing profits where profit motives are expected. However, according to Mulili (2010) conflicts usually arise between attaining set motives in

the provision of affordable services to the underprivileged and the rational expectation on making return on invested capital. These objectives are within reach only through the establishment and enforcement of appropriate governance mechanisms. Therefore, corporate governance in the county governments mitigates wastage, pilferage, technical abuses and financial immodesty in the financial and administrative management. Atieno (2009) notes that corporate governance elevates transparency, financial probity and accountability in county management therefore facilitating and promoting integrity besides investors and public confidence commercial imperatives through effective utilization of assets and attaining policy objectives.

1.1.3 Corporate Governance and Service Delivery

Performance in any government entity is inversely connected to effective corporate governance practices. This in turn will improve the performance and service delivery that will elevate the confidence of stakeholders, Sandra et al (2015). Good corporate governance can lead to improved service delivery to all stakeholders by reducing the agency cost. Apparently poor corporate governance yields corruption and poor service delivery (Brown and Caylor, 2014). When good structures are put in place, the organization will be attached to high profitability and payments of dividends (Wanjau, 2017). In many occasions, public servants perform duties with no sense of transparency, integrity and accountability which is the opposite expectations of the public that employed them (Tamrakar 2010)

1.1.4 Corporate Governance in Homa Bay County

Homa Bay is among the 47 counties in Kenya. It has a population of 1,131,950 and a GDP per capita of KES 99,227 equivalent to Afghanistan (Kenya Bureau of Statistics, 2020). The county's leadership performance has been ranked as underperforming at 41.3 percent according to 2019/2020 by Infotrack Countytrack Performance Index. The county has been struggling with accountability, inclusivity, transparency, among other issues related to leadership. All counties are struggling with corruption and Homa Bay County is not excluded (Mulili 2018).

1.2 Statement of the Problem

Through the promulgation of the new constitution in Kenya two systems of government was adopted; national and county government. Through this system of governance county government was entitled with several roles as such to be in a position to provide services to its local (Eldon, 2014). There is need to generate resources within the county though the national

government must share some resources with county government in proportion to their resource's endowment (Murage, 2010). In order, to effectively serve the locals there are various ethical issues which must be adhered to for example following the stipulated guidelines in the procurement act, adherence to professional standards when reporting financial matters. There has been persistent outcry on the inconsistency of financial reporting and audited reports from County government through the office of auditor general which portrays a negation from the professional ethics (Gachoki & Rotich, 2013) The political regime is responsible to be the voice of the public through representation and participation in legislation in the county assemblies there are tendencies of forfeiting the oversight role and engagement in corruption related issues which denies the service delivery. Corporate governance in Kenya is widely researched on especially in the private sector owing to the emergence of corporate scandals. In the public sector, bureaucracy, wastage, mismanagement, irresponsible and incompetence by people in leadership have been pointed out in the Sessional Paper 4 of Government of Kenya as the main problems that have made State Corporations (SC's) fail to achieve their objectives. According to Atieno (2009) Kenyan entities have had a history of poor governance system with about 70% of the scandals contributed to weak regulatory framework and administration marred by conflict of interest. Kosimbei (2009) points out that largely, politics has incapacitated the county's development potential as leaders have developed great resistance to oversight in their legislative roles a situation that has greatly compromised the independence of different departments in the county. Due to governance short falls, at some point, activities of the county have at some point been financially crippled due to bureaucracies. Appointments along tribal lines and political affiliations also greatly impact good governance efforts (Gachoki and Rotich 2013). According to the survey done by the Land development and government institute to determine the situation of service delivery especially on land sector, it was crystal clear that Kenyans are not satisfied by the services offered by public offices especially land offices The report of the survey further indicated that access to information, 35.8 percent of those who were interviewed indicated that the process was fairly while 27% were of the contrary opinion. 14.2 of the respondents felt that initiating transaction was fairly timely, while 60.8% felt that the process is literally too slow. Issues of corporate governance in Homa Bay County are possibly intertwined in resource availability and optimal resource allocation. This is in view of capacity development in regards to human capital, financial capital, intellectual capital and social capital as illustrated in Qudrat (2009). Despite the fact that so many studies have been done on corporate governance like corporate governance restructuring activities Abor (2017), factors

affecting corporate governance in Makeni county (L. Mwangangi, 2015) among others. The nature and direction of the relationship between corporate governance and service delivery especially in public sector is still scarce. Besides, barely any research has been documented to show how accountability, transparency, public participation and inclusivity affect efficiency of service delivery in Homa Bay County. This study therefore will explore the effect of corporate governance practices on service delivery in Homa Bay County.

1.3 Objectives of the Study

The major aim of this study was to determine the magnitude at which effective corporate governance influences service delivery at the county government of Homa Bay in Kenya.

1.3.1 Specific Objectives

The specific objectives of this study were: -

- i. To establish the extent to which accountability of staff influence service delivery to the public at the county government of Homa Bay;
- ii. To find out how transparency influence service delivery to the public at the county government of Homa Bay;
- iii. To determine the extent to which public participation influence service delivery to the public at the county government of Homa Bay; and
- iv. To seek the extent to which inclusivity influences service delivery to the public at the county government of Homa Bay.

1.4 Research Questions

The study was guided by the following research questions:

- i. To what magnitude does accountability of staff affect public service delivery at the county of Homa Bay??
- ii. How does transparency management affect public service delivery at the county government of Homa Bay?
- iii. To what level does the public participation influence public service delivery at the county government of Homa Bay?

- iv. What level does inclusivity affect public service delivery at the county government of Homa Bay?

1.5 Significance of the Study

The recommendations and findings from this research work will be of great benefits to the following groups:

1.5.1 County Governments

The study will give an insight both to the central and county government policy makers on the need to align corporate governance and service delivery besides treading towards achieving the set corporate goals and accountable leadership.

1.5.2 Donors and investors

The study is expected to be of benefit to donors and investors as they will find get information on the Governance issues. Citizens of Homa Bay County as well as every other citizen will get to know the status of corporate governance in county government and learn how different issues affect governance.

1.5.3 Researchers and Academicians

This study will pave way to researchers by supplying additional insight and information that may be of great benefit to the topic of study. The literature in this study will act as a cornerstone for further research and investigations.

1.6 Justification of the Study

The success of corporate governance especially in service delivery lies deeply on strong will power to utilize available resources efficiently in the deep interest of the general public. Counties lose junk of money through corruption. This has led to stalled projects and poor service delivery to the public. Various intervention must be put in place to allow vibrant development in key areas including health, education, infrastructure among others. Corporate governance is a tool to curb the pitfalls and brand the county to a new level of development. improving peoples' lives. Unfortunately, the counties have been marred with corruption and under-utilization of resources besides poor service delivery to the general public.

1.7 Scope of the study

The study took place in Homa Bay County to explore the magnitude at which corporate governance influences service delivery at the county level. The research was carried out among the county officials of Homa Bay that will include: County Chief officers, county executive officers, county directors, committee members and other individuals deemed to have significant contribution to this study. This study took place within a span of three months.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter In-depth study of the existing literature related to the research proposed by various researchers and academics. It covers the empirical literature, the theoretical reviews and the conceptual framework of the variables. The review includes the work of other scholars on an international and local scale. By pointing out weaknesses and gaps in previous research, you will help support current research to suggest possible measures or workable ways to address them.

2.2 Theoretical Literature

This part dealt with all the theories related to this study. The following theories was be used to aid the research work: stewardship theory, the agency, resource-dependence and institutional performance theory.

2.2.1 Agency Theory

According to the agency theory, qualified managers run a firm on behalf of the firm's owners. Conflicts arise when a firm's owners perceive the managers not to be managing the firm in the best interests of the owners. This theory also hinges on the assumption of two agency problems namely adverse selection and moral hazard. The Agency Theory also 12 advocates for the setting up of rules and incentives to ally the behavior of managers to the desires of owners (Hawley & Williams, 1996).

When it comes to comes to management and governance in the public sector, the citizens become the principles while the elected leaders are the agents. Through electoral processes, members of the public elect leaders who they believe will serve and represent their interests in decision making. The citizens expect that the leaders they have elected will represent their

interest and conflicts arise when members of the public perceive their elected leaders not to be serving them but rather pushing their own social and political interests. In other words, corporate governance systems in the public sector should allow elected leaders scope for flexibility, accountability and performance and to make rapid change in relation to how they perceive the expectations of the members of the public in the management of ongoing operations (Weidenbaum, 2004)

Some people believe that the separation of control from the owner company means that Professional managers manage the business on behalf of the business owner (Kiel & Nicholson, 2003). From the perspective of business owners, conflicts or problems arise when professional managers do not manage the business in the best interests of the owners (Davis, Schoorman, and Donaldson, 1997). Agency theory involves analyzing and solving problems that arise in the relationship between directors (owners or shareholders) and their agents or senior managers (Eisenhardt, 1989). Agency theory believes that most companies operate with incomplete and uncertain information (Mulili, 2011).

2.2.2 Stewardship Theory

This theory is Based on the premise that corporate executives and managers as shareholder stewards must protect shareholders and generate profits for shareholders (Davis, Schoorman & Donaldson, 1997; Lane, Cannella & Lubatkin, 1998). Company managers tend to combine their objectives with the objectives of the company to feel more satisfied and positive when the company is successful (Abdullah and Valentine, 2009). On this basis, the theory believes that the board of directors and the CEO not only have the role of promoting the organization, but also exhibit cooperative behavior and are motivated to act in the best interests of the company rather than their own interests. private (Clark, 2004; Hambre and Wheelen, 2010; Marin, 2010). This is because, over time, top managers tend to see the company as an extension of themselves

(Clark, 2004). Therefore, management theory believes that, compared to shareholders, the top management of a company is more concerned with the long-term success of the company. (Mallin, 2010).

Adoption of the Stewardship Theory in the context of corporate governance in the public sector is therefore based on a model that portrays an elected leader as a steward. The behavior of the leader, who is the steward, is ordered in a manner such that it is not only collectivistic but also pro-organizational. In this case, the he or she will not give up cooperative behaviors for self-serving behavior because he/she draws higher utilities through collectivistic behavior placing high value in cooperation and service.

The Stewardship Theory suggests that political leaders and other, acting as stewards, are more motivated to act in the best interests of the firm rather than for their own selfish interests. This is because, over time, senior executives tend to view a firm as an extension of themselves (Clarke, 2004; Wheelen & Hunger, 2002). Therefore, the Stewardship Theory argues that, compared to members of the public, political leaders care more about the people represented rather than their personal interests they long term success (Mallin, 2004).

2.2.3 Institutional Performance Theory

The institutional performance theory of Cameron (2005) believes that organizations that do well are the ones that embrace its vision and mission. As a social structure, institutions should have more entrenched resources backed by strong rules to attain its objectives (Scott, 2001). In order for public institutions to function, they must be far-sighted and use available human and non-human resources to make beneficial changes to the institution. The county government was established to provide citizens with basic living services (Berger and Luckmann, 1966). Therefore, when providing quality services in the county, their mission and goals are very clear.

Therefore, their vision, mission and governance structure should guide them to provide better services (Asiimwe, 2015). This will only happen if county leaders follow the tasks and rules.

2.2.4 Resource-dependence theory

This theory puts emphasis on the external organizations that provide finance, distribute and compete with a firm. Despite the fact that executive opinions have more individual weight than non-executive decisions, in average the former has no major impact on the firm (Boyd, B, 1990). Firm's Management has understood that organizational success is attached to the demands of the customer. When customers demand expands, managers' careers escalate. Therefore, stakeholders are the crucial resource on which the firm rely on. In spite of this, it is the firm's input that make organization management view stakeholders as a resource (W. Boeker, 1998)

The theory influence on non-profit sector has been under studies and discussed in recent times. Many scholars believe that Resource dependence theory is one of the key reasons why nonprofit firms have become commercialized of late. With little government resources in terms of grants being used for social services, contract contest especially between nonprofit and private sector has risen leading to non-profit firms going to marketing techniques that was once used majorly by private sector to scramble for resources to maintain the firm's lifespan. Researchers have also have also aired out that marketization by the nonprofit sector has led to diminishing quality of services provided by the nonprofit firms (J. A. Cobb, 2010)

2.3 Empirical Literature

This subtopic will highlight all the literature pertaining this study and other studies which are similar to this in one way or the other. This sub-section of literature will also cover the theories

that have been emphasized to be having a link with the case study. Below is a description of both empirical and theoretical literature of past papers.

2.3.1 Influence of Accountability of Staff on Service Delivery

Being accountable is a major role of the government to its agents (Sanderatne, 2009). Accountability is considered as a long-term role that requires officials of the public to assume responsibility to the general public for individuals conduct and omissions, both individually and collectively. In this case, the obligation regarding responsibility falls on every open authority who acts in the public interest and as per his own heart, and gives answers for everything dependent on polished skill and support. Responsibility in the public area is more extensive compared to private sector (Crookall, 1998). Everyone is guaranteed by the board to be responsible to it in the private area while in the public area, the board is responsible to the leader, the clergymen and the governing body. Be that as it may, the public area has extra responsibility to its workers and to its clients, the residents who utilize the administrations, same as to the non-clients, the residents who fail to utilize help and this responsibility is more inconspicuous, circuitous and altogether compared to the typical responsibility. Responsibility of execution besides obligation that both chosen and named government authorities should render mutual clarification on the authority, execution and the assets they depended on (Sarji, 1995). Along these lines, responsibility is the obligation assigned to public government authorities to carry on their obligations in a capable and open way, since they can be considered responsible at some random time, regardless of whether present or later on. Inner responsibility implies that at all levels of the progressive association, public authorities are responsible to the individuals who oversee and control their work. Then again, outer responsibility alludes to being capable for the actions and performance achieved by other relevant and related authorities outside of your department or organization. Therefore, accountability is a moral virtue, because morality is concerned with the principles and rules that govern the moral value of people's behavior. Improving ethics is essential to strengthening the key role obligation of being accountable (Mumvuma, 2006).

This is imperative since general society has a definitive right to know and get statistical data points that would help them discuss and determine the destiny of their chosen delegates (Almquist et al., 2013; Christensen and Skaerbaek, 2007; Subramaniam et al., 2013). In this

cycle, responsibility is fundamental to show how the public authority screens and controls while forestalling the improvement of the centralization of force and further developing the learning limit and adequacy of policy management in a majority rule way (Aucoin and Heintzman, 2000; Peters and Pierre, 2008; Rotberg 2014). Fundamentally, every administration is attempting to show great and dependable government in the public eye. To keep away from unscrupulous conduct that disregards oversight, 4,444 enemy of defilement laws and moral codes have been instituted and carried out (Salminen and IkolaNorrbacka, 2010).

In authoritative administration, have standards of good administration to work on the trust of residents and the authenticity of the regulatory political framework (Christensen and Skaerbaek, 2007; Salminen and IkolaNorrbacka, 2010). The idea of good administration is a worth weight idea that suggests ideal administrative conduct and rejects unscrupulous or dangerous conduct (Bouckaert and Walle, 2003; Inglis et al., 2006; Shafer, 2009). Normal qualities and standards clarify the connection between open specialists and residents, and the great administration of residents will rely upon the morals of public help. (Andrews, 2010; Bhuiyan and Amagoh, 2011; Kalsi et al., 2009).

Responsibility is constantly identified with great administration, which implies that public associations oversee public undertakings, regulate public assets and guarantee the acknowledgment of common liberties in a manner that doesn't essentially mishandle their force and debasement, and regard law and order (Bhuiyan and Amagoh, 2011); Morey Er, 2009; United Nations Human Rights, 2012). On this day, responsibility and administration appear to exist together. Collier (2008) noticed that responsibility requires administration, and the partner responsibility point of view is the solitary choice accessible to associations like the public area. O'Dwyer and Unerman (2007) likewise concurred with this perspective and noticed that in the semipublic area, responsibility instruments will in general zero in on vertical responsibility of funders as opposed to responsibility. of records down from the beneficiaries of the administrations.

The idea of responsibility has developed and ventured into a more extensive idea of coordinated monetary administration, to be specific the powerful and productive utilization of monetary and different assets in every aspect of government activity (Bovens, 2007; Kaldor, 2013; Mulgan, year 2010). The public area responsibility framework requires the public authority to

react to the general population to legitimize the source and utilization of public assets (Almquist et al., 2013; Jorge de Jesus and Eirado, 2012; Laegreid et al., 2008), This is on the grounds that individuals feel that the public authority is wasteful and ineffectively acting in assistance conveyance (Barton, 2006; Hui et al., 2011). Because of developing worries about how the public authority goes through cash, public interest seems, by all accounts, to be pressing, the public authority to oversee assets cautiously (Almquist, 2013). The issue with this conviction is that it can't be addressed only by the design of the organization (Sidiquee, 2007). Public sector should likewise be changed into a solid and proficient area with great administration morals (Christensen and Skaerbaek, 2007; Haat et al., 2008).

There is a connection between administration quality and public trust (Bouckaert and Walle, 2003; Chang, Chen and Lan, 2013; Horsburgh et al., 2011). Absence of confidence in policy management doesn't mean disappointment with the nature of administrations, however fulfillment with the nature of public administrations will quickly expand residents' confidence in open associations. Lawmakers, NGOs, workers, private substances, and the overall population are the public authority's principle partners (Jensen, 2011; Wong et al., 2014). Their perception of everything the public authority will do is fundamental (Pesqueux and DamakAyadi, 2015). A few investigations have discovered that there are many elements that influence trust, some of which are identified with administration and the board, like keeping guarantees, gaining from botches, remarks from loved ones about administrations, moral conduct of representatives towards Clients and their premium in individuals It appears to be that the nature of the pioneers and the nature of the initiative/the executives (Salminen and IkolaNorrbacka, 2010). In Australia, public area associations have five types of responsibility, to be specific political, public, administrative, expert and individual, and primary and individual talks (Sinclair, 2015). The Nordic nations have more comparative qualities and standards, like popular government, transparency, administration and the productivity of public area responsibility (CorteReal, 2008; Pekkarinen et al., 2011). In the British custom, government workers are faithful to priests and should stay unbiased. The connection among pastors and government employees should be founded on trust (Joannides, 2012). Contemplated three principal moral issues with regards to Finnish policy implementation, specifically trust, great administration and untrustworthy conduct (Kalsi, 2009). The above audit shows that the responsibility framework has a positive significance for administration conveyance. Thusly, the accompanying speculation is proposed for the examination:

H01 = Accountability has no significant effect on service delivery

2.3.2 Influence of Transparency on service Delivery

Transparency navigates around amicably communication and openness. Regarding public services, transparency means that public officials must take all the decisions and actions they take in the most public way possible (Ssonko, 2010). They should account for every single decision and avail vital and relevant information to the broader public interest (Chapman, 2000). Full management of transparency dictates that all major decisions should be made publicly. All arguments against and for the proposal, decisions about the decision-making process itself, and all final decisions are made publicly and publicly archived (Ssonko, 2010). Transparency measures in the provision of services are relatively easy to define: any attempt (by the State or citizens) to place previously opaque information or processes in the public domain and available to groups of citizens, providers or policy makers may be defined as transparency measures. Transparency measures can be active or passive disclosure by the government.

Transparency in a firm involves the content of external communication and the content of internal and internal processes a new ways of information disbursements (Oliver, 2014). The previous governments would only give a handful of information to the general public especially after being pushed unlike the trend witnessed of late. It pointed out that government transparency is equivalent to free and fair service delivery (Piotrowski, 2007).

In public service delivery endeavors on transparency is closely connected to so many parameters (Ball, 2009). One of such issues is that transparency is categorically viewed as a major moral base in a number of countries, that is the entire public is required to have accessibility to information at any single moment (Pasquier and Villeneuve, 2007). Transparency can tame corruption through empowering and engaging the people to slow the process of public servants serving own interest (Florini, 2007). This means that transparency plays a critical role in curbing corruption and pushing government offices to task of giving their best in terms of service delivery (O'Neill, 2006).

Through allowing the public to access the information, they have the audacity to evaluate the quality of services taken to them by the government agencies, transparency helps in increasing

the magnitude of accountability values besides ensuring that the people are mutually contented by the public servants (Holzner and Holzner (2006). This proves that indeed Transparency activates rate of public trust in an organization. (Rawlins, 2008). It also improves accountability, credibility and professionalism (Chambers, 2014). This indicates that transparency is vital tool for service delivery therefore the study proposes the following hypothesis:

H2- Transparency has no significance effect on service delivery.

2.3.3 Influence of Public Participation on Service Delivery

In effort to promote public institutions performance, there is necessity for citizen's involvement governance and service delivery (Cheema, 2007). Cheema further states that, at the grass root level, there is potential of effectiveness in terms of resources needed to meet the general public needs and wants. Members of the public are able to put across their views and opinion on fundamental issues affecting them and this will pave way for devolution reforms (Rondinelli, 2011; Devas and Grant, 2013). This had called for the delocalization of power and public utility functions from central government to the county government through a devolved system of government.

Citizens can either participate directly or indirectly in matters that concerns them. When direct engagement is witnessed when individuals are given an opportunity to air out their grievances and going through decision making at the grassroots on the other hand indirect participation revolves around people making decisions through representation either by government official or politicians. According to Kenya Institute of Public Policy Research and Analysis (KIPPRA) (2006), people involvement is categorized as single handed and better way to ensure the goals of devolve government are achieved in a more productive way. The major merits of public participation include; improvement in accountability, efficiency and tamed corruption. It also elevates the level of trust and equal allocation of resources (Azfar et al, 2009; Robinson, 2015).

The common way of people's participation is through the voting process this indicates that the public elect their leaders at the grassroots level thereby minimizing the national government indulgence (Devas and Grant, 2013; Kauzya, 2007). Across the globe, voting process is

conducted after every 3-5 years which in turns limits citizen's participation. Another way of people's participation, according to Kauzya (2007).

There is a close link between citizen's participation and devolution and it is marred with complex social, political, economic and historical developments. These issues are different from one country to the other (Cheema and Rondinelli, 2007). There is insufficient information and data on the link between public participation and service delivery as there is no clear indicator that better provision of services like quality health, education, sanitation in the devolved government are products of elevated service delivery. For general public to experience quality, effective and accessible services, information in the public gallery must be accurate and precise (Devas and Grant, 2013). Public participation requires vast knowledge and skills in public management as power hierarchy influence. If the mentioned skills are absent, then there is high chance of poor attitude and negativity among the citizens (Yang and Pandey, 2011). He further purports transformational leadership among the executives and support from the elected leaders can ensure a great representation and competence to an extent the public can feel they are part and parcel of the decision made at the county level (Azfar et al., 2014).

The above review indicates that citizen's participation has a close link to service delivery, therefore, below is the proposed hypothesis for the study:

H03 -Public Participation has no significant effect on service delivery

2.3.4 Influence of Inclusivity on Service Delivery

The government major focus on good governance is the issue of inclusivity which in turn will ensures that corruption is dealt with appropriately in the devolved government (Connerley, Kent and Smoke, 2010). Efficient service delivery incline mostly on the cooperation and coordination between the county government and the central government. The two cannot work in a vacuum, ethical issues especially as far as acquiring and giving out tenders is concerned (Peter, 2011).

Inclusivity is very important in any particular democratic society and in any democratic government as it counts to equal people's involvement, equality in resource allocation and equal application of law and protecting public rights. This portrays marginalized people,

women, the poor, people living with disabilities, religious groups and ethnic minorities all have rights and must be included in decision making process in the government activities (Peter, 2011). This implies that full attention must be extended to the disadvantaged groups. Their decisions and interest must count on the round table where major public decisions are made besides, policies, accountability and accessibility of services must be channel to them just like other citizens. Provision and accessibility to major social amenities like schools, hospitals and legal framework must reach every person this ensures that their needs, interests and opinions are well (Carothers and Brechenmacher, 2014). While arrangements through government programs are up and running to ensure that the entire public get the desired services however, the disadvantaged members of public still find themselves left out, politically, socially and economically. They are given very few chances and attention participate in these governments' initiatives (Gregory and Roth, 2013).

Inclusion Marginalization and decision-making by the poor will lead to poverty alleviation policies, thereby ensuring fair service delivery. In view of this, there is increasing support for citizens to participate in decentralized service delivery to provide the necessary motivation to enable local governments to focus on decentralized goals (Keeffe, 2013). The three traditional governance powers of legislation, administration, and justice, together with civil society, the media, and the private sector, play a unique role in promoting the sustainable development of mankind. In addition, the different functions of these institutions provide multiple opportunities for policies and plans to promote the integration of disadvantaged groups (Keeffe Martin, 2011).

The new 2030 Agenda for Sustainable Development includes a separate goal on a peaceful and inclusive society, judicial assistance and effective institutions, called the Sustainable Development Goals. Throughout 2015, the United Nations, governments and civil society actors are commemorating two milestones in women's participation and participation: the Beijing Platform for Action (1995) and Council Resolution 1325 (2000). of Security of the UN. Therefore, empowering women as equal stakeholders and important global personalities aid in preventing conflict and making multinational agencies more effective and legitimate. Progressive endeavors of women involvement and participation in the state and society is a key indicator of positive change that can be earnest to building a more dynamic and effective governance (Carothers and Brechenmacher, 2014).

The above review portrays that inclusivity has a positive impact on service delivery, therefore the following hypothesis is proposed for the study:

H04 - Inclusivity has no significant effect on service delivery

2.4 Knowledge Gap

Abidin and Ahmaa (2007) carried out a study on corporate governance in Senegal. More so on its effect on business relations. The results of the descriptive study revealed that in the absence of appropriate human capital and the relevant skill set at every management level, businesses fail in their corporate endeavors in terms of service delivery. This was attributed to the fact that it is necessary for businesses to carry out recruitment of personnel while keeping in mind the job description at hand. A similar study by Bhattacharya and Holder (2010) lays emphasis on the experience level of individuals chosen to act as stewards of corporate governance. Still on resources availability, Debbie (2009) in a study on government budgets established that governments should set aside funds for training and implementation of governance practices.

McNutt (2010) used interviews to get insight on ethics as far as governance is concerned. He established that in corporate governance, public participation, accountability, inclusivity and transparency lay the 23 foundations for successful attainment of strategic objectives of an entity. Mulili (2010) on the other hand used secondary data to obtain information on the corporate governance practices in developing countries. The study findings pointed out that without proper support structures in place such as policies and regulatory framework, ethical standards in corporate governance cannot be met. Nicolaescu (2012) in his study on business environment and corporate governance in public entities emphasized on the need for whistle-blowing provisions to encourage ethical values amongst public officers Mwabu and Kibua (2009) studied decentralization and devolution in Kenya. The findings of their qualitative study established that decentralization of power also decentralized corruption since the practices that were previously carried out at the national level and repeated at the county level. In another study by Pranikar et. al. (2014) on legal corruption and politically connected corporate governance in Columbia, it was established that corruption manifests itself in procurement and hiring decisions. Timea (2011) in his publication on the role and application of the principle of transparency laid emphasis on the importance of code of conduct to guide against acts of corruption in both the public and private sector.

Xing et al. (2015) reviewed corporate governance, political connections with evidence from corporate scandals in China and established that majority of business practices are carried out politically. The study placed managers as politicians who exploit the market for the benefits of the firm. Ferguson and Voth (2008) studied the value of political connections in Nazi Germany and found out that politicians seek elective posts not to lead but to attain power to exploit connections for their own wealth creation interests that explains why service delivery to the public is still sub-standard.

In summary, though all these studies met their objectives, one thing still remains clear, they did not examine to what extent corporate governance affect service delivery at the county levels therefore the study will investigate the extent to which the corporate governance influences service delivery at the county government of Homa Bay with the intention of bridging this knowledge gap that exist.

2.5 Conceptual Framework

The concept of this study is based on the fact that proper corporate governance practices are imperative if institutions are to achieve service delivery. This study is founded on the premise that indeed there exist factors that operate within the county government that could impact service delivery at the country (Ejubekpoko&Esuike, 2013). These factors are characterized in accountability, transparency, public participation and inclusivity.

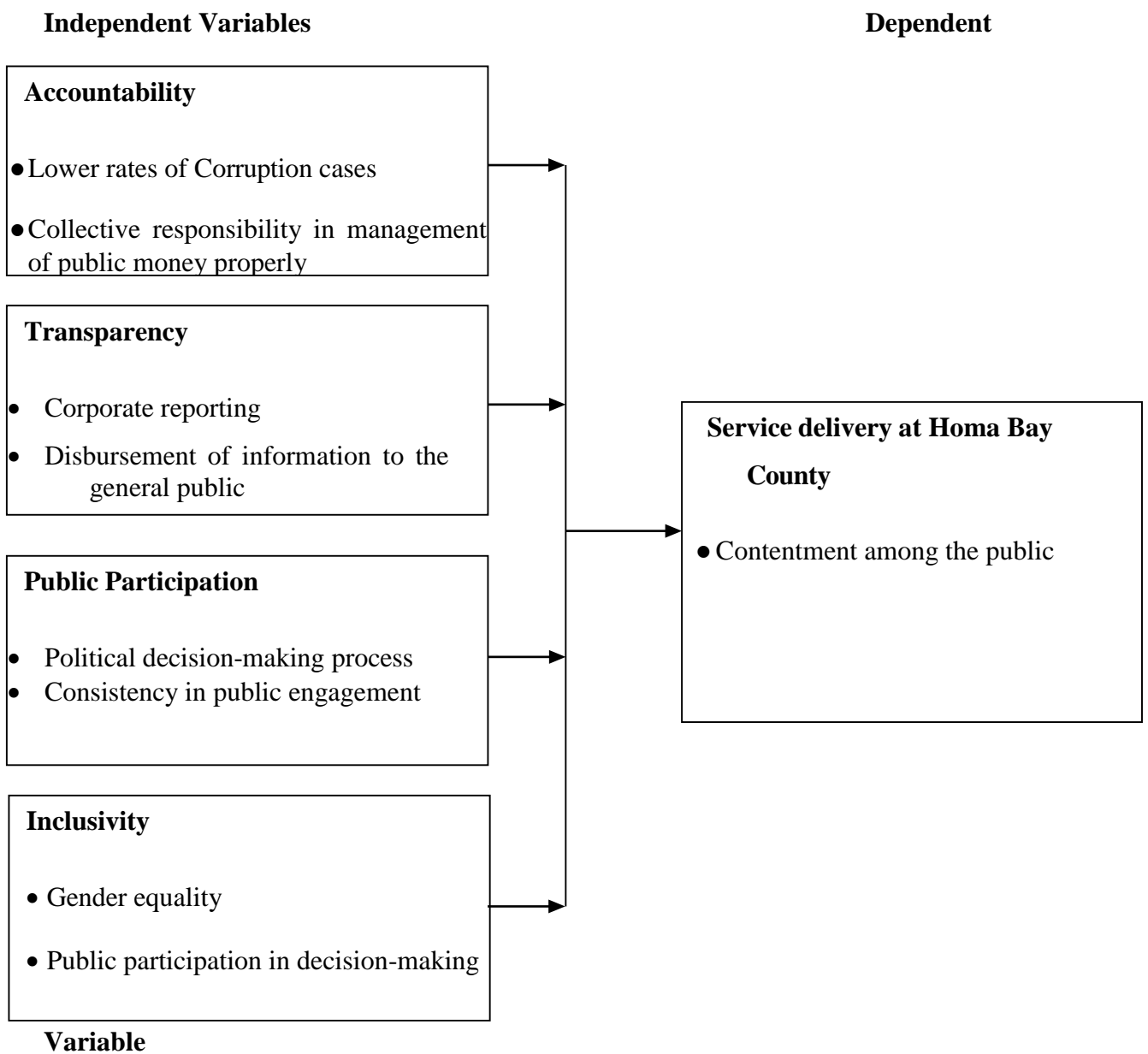


Figure 2. 1: Conceptual Framework

2.1 Operationalization of Variables

Table 2. 1: Operationalization of Variables

Variable	Operational definition	Indicator/Measure	Measurement scale
Accountability	Collective county official's responsibility in handling and delivering desired outcome and protecting taxpayer's funds	<ul style="list-style-type: none"> • Consistency in reporting • Stakeholder's trust • Proper management of funds 	Interval
Transparency	Availing important information to the public and seeking their opinion in major governments decisions	<ul style="list-style-type: none"> • Vital information available in the public domain • Equal distribution of resources • Tamed corruption 	Interval
Public Participation	People-centered administration through full consideration of all citizen's input.	<ul style="list-style-type: none"> • Embracing diverse opinion • Inclusive decision-making process • Rapport with the public 	Interval

Inclusivity	Involving all stakeholders in the county in decision making process including disadvantaged groups, minority people, people living with disability and women.	Public Participation Gender parity	Interval
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section brought together all the methods the designs, the populations the sampling styles and the way to follow them. This chapter also introduced how the data was gathered from this study, coding and analysis. The chapter also introduced the research methodology

3.2 Research Design

The study used a descriptive research design. The main aim of descriptive research was to determine and report the current state of affairs, and it helps to examine the current state of the studied population (Mugenda and Mugenda, 2003). Descriptive research studies were designed for preliminary and exploratory investigations that allow researchers to collect information and summarize, analyze, interpret, and analyze collected data to clarify core intentions (Orodho, 2003). This research design was chosen because it helped reduce bias while fully exploiting the reliability of the data collected. This kind of research method tend to gather data from the public about their values, views, attitudes, and behaviors about the phenomenon in question (Nachmias and Nachmias, 2007).

3.3 Target Population

Hale, (2006) indicates that the target population is the group or the individuals to whom the study applies i.e. those individuals or members who are in position to participate through responding to asked questions and to whom the aftermath of the survey apply. The participants of this study were drawn from the county staff of Homa Bay as well as senior county administration officers as shown in table 3.1

Table 3. 1: Target Population

Target Population	Number (N)	Percentage (%)
County Executive Officers	5	3.1
County Directors	50	31.3
Committee members	45	28.1
Chief Officers	60	37.5
Total	160	100.0

3.4 Sample Size and Sampling Procedure

According to Creswell (2010) a sample is statistically chosen representation of a population. Given the size of the target population in this study, the researcher undertook a census. According to Hale (2006) a census is a complete enumeration of the subjects in a population. With this, no element of chance is left and the highest accuracy obtained. In this case the sample will be 160 Individuals

3.5 Data Collection Instruments

This involves collection and gathering of the and the procedure of measuring the collected data, information or any variables of interest in an established and standardized way that enables the researcher to test and answer the hypothesis besides evaluating the output of a particular collection (Francesca, 2005). Study utilized primary data which were collected using questionnaires as the mode of data collection. These questionnaires were characterized by close ended questions with the aim of collecting specific information in regards to corporate governance in Homa Bay County.

3.6 Pre-testing

Pre-Testing was carried out to ascertain the validity and reliability of research instruments prior to dissemination of the research tool before giving out to the respondents just to make sure that the questions were vivid and could be understood easily.

3.6.1 Validity of the Research Instrument

One of the appropriate ways for measuring sound how well the instrument measure what it claims to measure is validity (Kothari, 2008). This study used content validity to determine the extent to which the measurement tool fully covers the research topic. To establish the validity of the content and adjust and /or complement the research, consultation and discussion tools with the supervisors was done.

3.6.2 Reliability of the Research Instrument

Reliability according to Erksson & Kovalainen (2008), is the general consistency of a measure. A measure is ranked reliable when it has the ability to produce similar results under same consistent. Internal consistency method was tested using Cronbach's Alpha. According to Bryman & Hardy, (2009), validity is the extent by which the samples tested express the basis at which the test is mold to weigh the content it is designed to measure. Supervisor and other scholar's expertise opinion were required by the researcher to test the validity of the instrument which in turn would allow modification besides escalating validity.

3.7. Data Collection Procedure

After obtaining an introductory letter from KCA University, the researcher paid a visit to the county offices to seek permission for the interview. Training of the research assistants followed and consequently the researcher issued the questionnaires to the respondents.

The purpose of the study was explained vividly to all the respondents before filling the questionnaire. Each respondent was given at least 5 minutes or less to fill the questionnaire. Those who will not be able to fill at the specified time will be given more time and the researcher collected the filled questionnaires later. All the respondents were urged to give information as honest as possible. They were assured of the magnitude of confidentiality.

3.8 Data Analysis

Data analysis encompasses logical and systematical statistical techniques that aid in describing the data structure, scope, condensing data representation, illustration of through graphs, tables besides evaluating statistical facts, data probability to come up with meaningful conclusion (Hale, 2006). The data was coded to enable the responses to be grouped into various categories. Quantitative data was analyzed by descriptive analysis. Diagnostic tests (multicollinearity, linearity, normality, homoscedasticity, outlier tests) will be performed before the regression analysis is done. Regression analysis will be applied in all the cases where correlation will be found to exist between the independent and dependent variables. Research findings will be presented using tables and charts. Data analysis will be done using SPSS version 20 and Microsoft Excel. The use of tables will aid in summarizing responses for further analysis and facilitate comparison. The regression equation will be used in this study as indicated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y = Service delivery

β_0 – Constant

X_{1-4} = (accountability, Transparency, Public participation and inclusivity)

β_1 - Coefficient for extent to which corporate governance affect service delivery at the Homa Bay County Government

ϵ - Standard Error

3.9 Diagnostic Tests

3.9.1 Normality Tests

The researcher tested for normality using shapiro-wilk test. The null hypothesis for the test was the population was normally distributed thus non-significant result $p > 0.05$ and confirmed the test and the use of histogram.

3.9.2 Linearity Test

Linearity test was performed using scatter plot and significance P- value tests. The null hypothesis in this test is dataset have linear relationship between predictor and criterion variable.

3.9.3 Homoscedasticity Test

The tests for homoscedasticity were done using scatter graph to check the equal variance assumption. P value tests was based on the null hypothesis which stated that the variance is equally distributed.

3.9.4 Multicollinearity Test

Multicollinearity was tested using Variance inflation factor method (VIF) beyond 10.0 indicate the predictor variables have a strong relationship.

3.10 Ethical Consideration

The fact that this study aimed at increasing the knowledge depth on effective corporate governance on service delivery especially in public sector, uphold high level confidentiality as far as the respondents are concerned. All participants were allowed to respond voluntarily without any trace of pressure or intimidation to contribute to the study. The conduct of the researcher was also be a matter of concern. Right from the choice of language to dress code,

the researcher would take into consideration best described as modesty. Finally, the researcher sought permission and consent before interviews.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter data analysis, interpretation and presentation were discussed. The data represents the views of the target group who in this study were county Executive officers, county directors, committee members and chief officers working at Homabay County at the time of the study. The chapter was arranged as per the study variables starting from the demographic's information to the first up to the last study objective. Various responses were analyzed by the use of both descriptive and inferential statistics.

4.2 The Study Response Rate

From 160 questionnaires issued to the respondents 135 were returned this translated to 84 percent return rate. According to Mugenda and Mugenda (2019) a response rate of over 80 considered excellent. Therefore, this response rate could be considered adequate and sufficient for analysis in this study and the result presented in table 4.1

Table 4. 1: Distribution of the Respondents by Responses Rate

Response Rate	Frequency	Percentage (%)
Returned	135	84
Not returned	25	16
Total issued to respondents	160	100

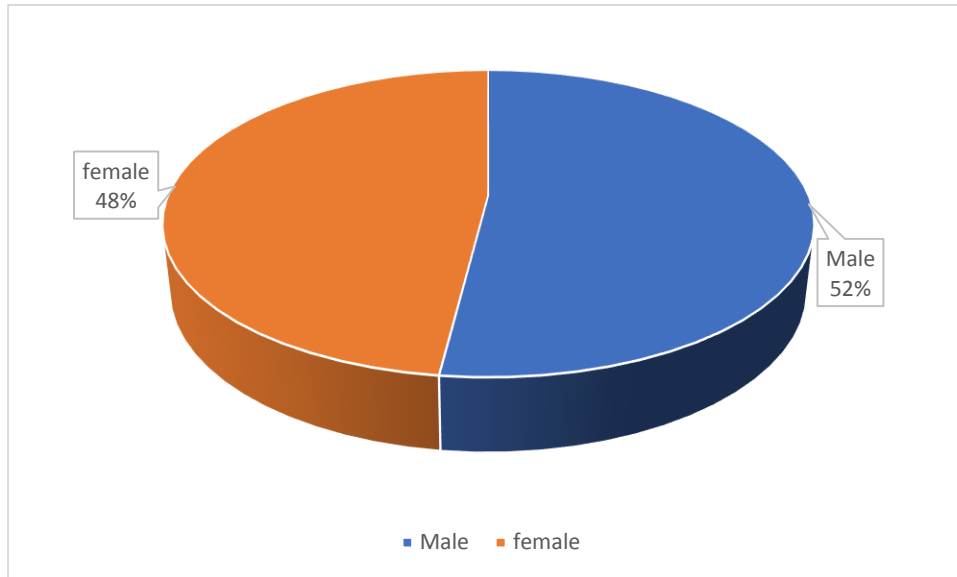
Source: Research data (2021)

4.3 Demographic Characteristics of the Respondents

The targeted respondents were from Homabay County government in different departments. These categories included gender, highest level of education, years of working with county government and age brackets. This demographic information was important for this study first as knowing characteristics of respondents assisted the researcher in establishing the level of reliance. Finally, the researcher was able to identify whether age, years of experience of an employee significant difference had on the perception on service delivery level at the county government of Homabay.

4.3.1 Gender

The researcher sought to establish the gender composition of the respondents. The results established that majority of the respondents who participated in the survey were male 52 percent while female were 48 percent. This finding showed that more males were employed at the County government as opposed to women. The data was presented in figure 4.1 below.



4.3.2 Age of the Respondents

The researcher sought to establish the age composition of the respondents at the County Government of Homabay. The findings presented in table 4.2.

Table 4. 2: Age of the Respondents

Description	Frequency	Percent	Valid Percent	Cumulative Percent
18-22	2	1.5	1.5	1.5
23-27	16	11.9	11.9	13.3
28-32	15	11.1	11.1	24.4
33-37	27	20.0	20.0	44.4
38-42	35	25.9	25.9	70.4
43-47	40	29.6	29.6	100.0
Total	135	100.0	100.0	

Source: Research data (2021)

The results shown in table 4.2 indicate that majority of the respondents were aged between 43-47 years (29.6%), followed by 38-42 years (25.9%), 33-37 years (20%), 28-32 years (11.1%),

23-27 years (12%), 18-22 years (1.5%). These findings revealed that majority of officials at County Government of Homabay were above youthful age.

4.3.3 Education level of the Respondent

The researcher sought to establish educational level for the employees at Homabay County Government. The findings were presented using table 4.3 as shown.

Table 4. 3: Education Level of the Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	25	18.5	18.5	18.5
Diploma	58	43.0	43.0	61.5
Undergraduate	38	28.1	28.1	89.6
Masters	14	10.4	10.4	100.0
Total	135	100.0	100.0	

Source: Research data (2021)

Table 4.3 on education level of the respondents showed that majority of the respondents were diploma holders 58 (43%), followed by undergraduate 38(28%), and certificates 25 (18.5%) and only (10%) had masters level of education. These findings indicated that majority of county government officials had diploma and above level of education and could therefore able to execute their duties well.

4.3.4 Duration the Respondents have been a Civil Servant

The study sought to investigate the respondent’s duration of being a civil servant. The results were presented in table 4.4.

Table 4. 4: Duration as a civil Servant

	Frequency	Percent	Valid Percent	Cumulative Percent
below 2 years	25	18.5	18.5	18.5
2-4 years	30	22.2	22.2	40.7
5-7 years	55	40.7	40.7	81.5
8-10	25	18.5	18.5	100.0
Total	135	100.0	100.0	

Source: Research data (2021)

Majority of respondents 55 (40.7%) had worked for 5-7 years, 2-4years 30(22%), below 2 years 25(18.5%) and 25(18.5%) between 8-10 years . These findings indicated that majority of

respondents had worked as a civil servant for a long time and therefore understood well the governance and policy issues.

4.3.5 Duration the Respondent has worked at County Government

The study sought to establish the length of service by the County government officials at Homabay County. The results showed in table 4.5.

Table 4. 5: Duration Respondents had worked at County Government

Duration	Frequency	Percentage
2 years below	14	10
2 to 4 years	36	27
5 to 7 years	30	22
8 to 10 years	43	32
More than 10 years	12	9
Total	135	100

Source: Research data (2021).

The findings established that majority of the respondents 43 (32%), 8-10 years, 36(27%) 2 to 4 years, and 30(22%) had worked with county government for 5 to 7 years, 14(10%) had worked for below 2 years and 12(9%) had worked for more than 10 years.

4.3.6 What is your current position in the County Government?

The study sought to establish the respondent's current working positions at the County Government. The findings showed in the table 4.2.

Table 4. 6: Current position in the County Government

Current position	Frequency	Percentage
County Executive Officers	5	3.7
Committee Members	48	35.6
Chief officers	42	31.1
County Directors	40	29.6
Total	135	100

Source: Research Data (2021)

The findings established that majority of respondents were working committee members at the county 48 (35.6%), followed by Chief officers 42 (31.1%), County directors 40(29.6) and 3.7%) county executive officers. This means that most of the employees were at senior management level and were conversant with governance and policy matters at the county level.

4.4 Descriptive Statistics for the Study Variables

4.4.1 The extent accountability influencing Service delivery to the public at Homabay County.

The first objective in this study was to establish the extent to which accountability influenced service delivery to the public at the county government of Homa Bay. Both qualitative and quantitative questions were asked the respondents the results were summarized and presented in figure 4.2, figure 4.3 and table 4.7.

In figure 4.2, the study findings established that majority of respondents 69 percent agreed that accountability of public resources was an important factor which influenced the level of service delivery at Homabay County whereas 31 percent did not believe accountability had an important significant factor influencing service delivery at the county level. Interviews also revealed that the officials were of the opinion would promote accountability by reducing roadblocks to development in the areas, promoting employee individual responsibility to the assigned tasks.

These findings were similar to what other researchers like Jorge de Jesus & Eirado (2012) and Almquist et al., (2013) had previously established who found that accountability in most government entities require establishment of openness where the government officials display information to the public and the public also are allowed to question how spending of government allocation was done. Interviews with the county officials noted that this has been taking place through budget review and public participation. However, since the process of public participation is often manipulated the net benefit of public participation and citizen involvement does not translate to several projects and change in people livelihood at the county.

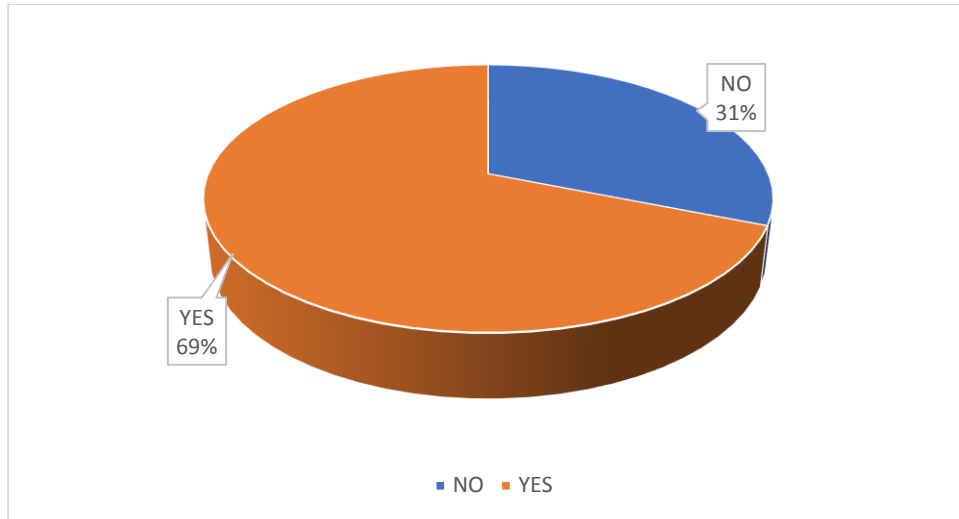
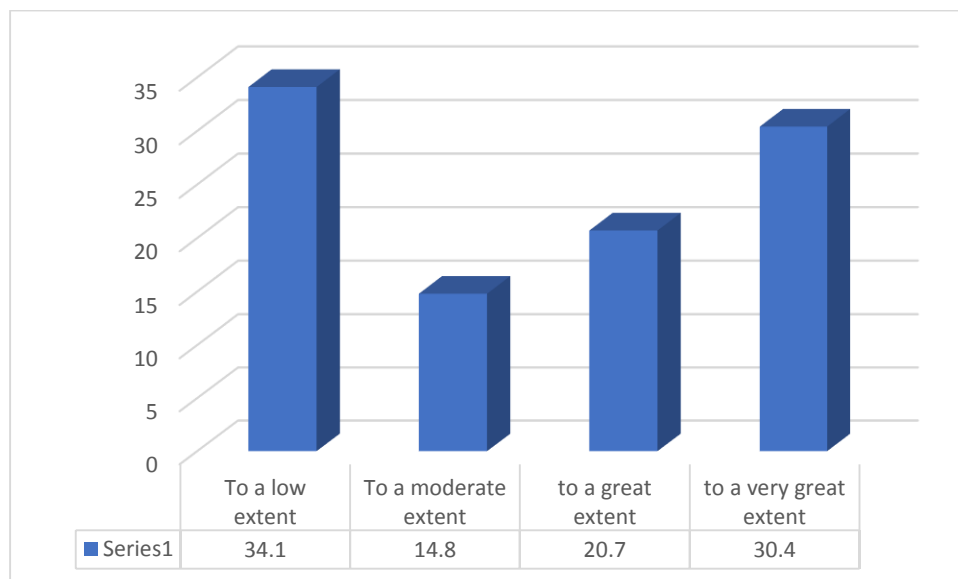


Figure 4. 1: Accountability and service delivery at Homabay County

Source: Research Data (2021).

4.4.2 Extent to which accountability influence Service Delivery at Homa Bay County

The researcher sought to establish the extent accountability influenced service delivery at Homa bay County and the results shown in figure 4.3



Source: Research Data (2021).

Figure 4. 2: The extent Accountability influenced Service Delivery at Homabay County

The findings established that majority of employees at the county agreed accountability influenced service delivery to a very great extent (30.4%) in Homa Bay County, and 20.7% to a great extent, 14.8% to moderate extent, 34.1 % to a low extent and.

4.4.3 The extent Accountability Influence Service Delivery at Homa Bay County

A five Likert –scale questionnaire was used to answer this objective. The scale was not at all, little extent, moderate extent, great extent and very great extent.

Table 4. 7: Extent Accountability Influence Service Delivery at Homabay County

Accountability	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
The public servants are accountable to the public in their functions.	0.0	17.8	31.1	34.1	17.0
Public Accountability is all about rendering of stewardship.	0.0	37.8	18.5	23.7	20.0
The Public officers do publish their budget performance at the end of financial year for public assessment and comment.	0.0	29.6	24.4	20.7	25.2
Internal control in the public service is very strong	0.0	44.4	12.6	20.0	23.0
The departments responsible to ensure effective public accountability are very efficient and effective	0.0	43.7	18.5	14.8	23.0
The public participates in accountability in the County	0.0	31.9	13.3	28.1	26.7
Audit files are publicly available	0.0	39.3	23.0	18.5	19.3
The County budget and finances are subject to legislation oversight	0.0	34.8	24.4	21.5	19.3
Monitoring and evaluation is done and reports widely shared	0.0	15.0	15.0	15.0	55.0

Source: Research Data (2021)

Findings from this study established that majority of officials at the county 34.1 percent agreed to a great extent , 17% very great extent , 31.1 moderate extent, 17.8 % little extent. Majority of the respondent agreed to great extent and very great extent that Public Accountability is all about rendering of stewardship 23.7% and 20% and moderate extent. Majority of the respondents 25.2 very great extent, 20.7 great extent, 24.4 moderate extent and 29.6 little extent that the Public officers do publish their budget performance at the end of financial year for public assessment and comment. Majority of respondents agreed to little extent 44.4%, 12.6% moderate extent, 20% great extent and 23.0% very great extent Internal control in the public service is very strong. Majority of respondents agreed too little extent 43.7%, moderate extent 18.5%, 14.8% great extent and 23.0% very great extent. Majority of the respondents 43.7% agreed to little extent, 18.5% moderate extent and 14.8% to great extent and 23% to very great

extent that the departments responsible to ensure effective public accountability are very efficient and effective. Majority of participants agreed too little extent 31.9%, 13.3% moderate extent, and 28.1% great extent and 26.7% very great extent that public participates in accountability issue sin the county. Majority of respondents agreed to little extent that audit files are publicly available at Homabay County 39.3%, moderate extent 23.0% and 18.5%, and very great extent 19.3%. majority of respondents agreed to little extent that county budget and finances are subject to legislation and oversight 348% little extent, 24.4% moderate extent, 21.5% great extent and 19.8% very great extent. Majority of respondents 55% agreed to very large extent that monitoring and evaluation is done and reports widely shared, 15% little extent, 15% to great extent.

4.5 Transparency and service delivery to the public at Homabay County

The second objective of this study sought to establish the influence of transparency and service delivery to the public at Homabay County. To help answer this objective respondent were given a number of questions including to indicate the extent of how they felt transparency would influence service delivery and 5 Likert- scale questionnaire.

4.5.1 Respondents level of Agreement whether transparency influence service delivery

The study analysed respondent's level of agreement. This was a binary variable where the answers were yes and No. The analysis was done using pie- chart as showed in figure 4.3. The findings in figure 4.3 showed that majority of responses agreed that transparency was a critical factor influencing service delivery 95 percent while only 5 percent disagreed. Similar studies supporting same findings includes that of Chambers (2012) who argued that transparency is effective requirement which harness credible leadership and build trust within the group being served. The author argued that transparency should be inbuilt to the system as a way of strengthening enabling citizen's involvement in planning, decision making and executing projects.

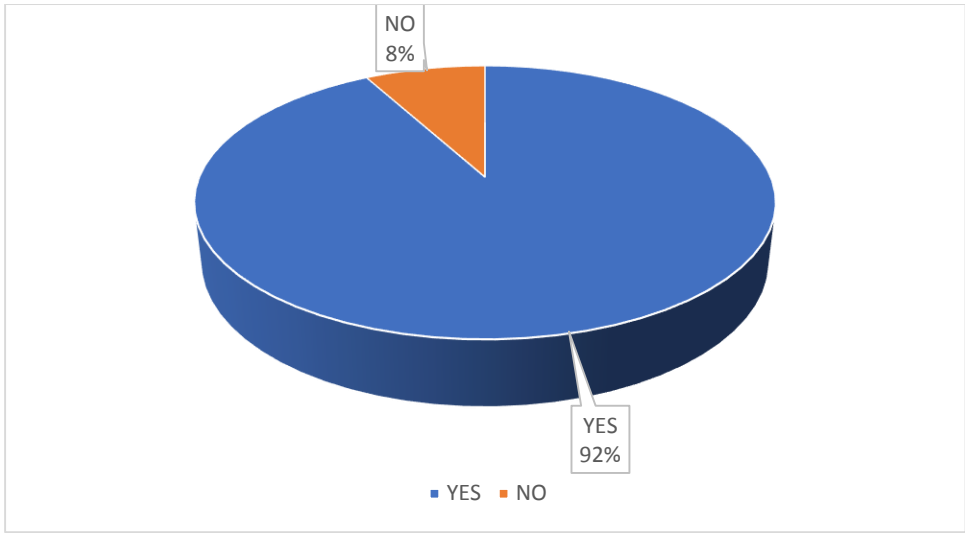


Figure 4. 3: Level of Agreement by respondents how transparency influence service delivery

Source: Research Data (2021).

4.5.2. The extent transparency influenced service delivery at Homa Bay County

The study sought to establish to what extent transparency influenced service delivery. The findings were represented in Figure 4.4.

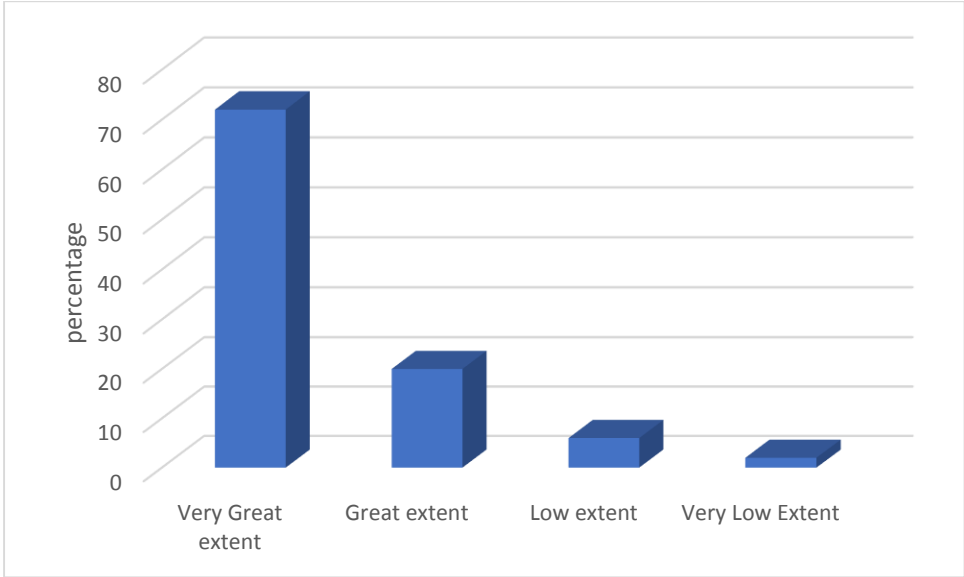


Figure 4. 4: Extent transparency influences Service delivery at Homabay County

Source: Research Data (2021)

Findings established that majority of respondents 72 percent agreed transparency affects service delivery, 20 percent great extent, 6 percent low extent and 2 percent very low extent.

4.5.3 Influence of Transparency on Service Delivery at Homabay County

In order to answer this question, 5 likert-scale questionnaire was given to the respondents to state their opinion. Altogether there were seven questions measuring level of how transparency at county government was being implemented. The result presented in table 4.8

Table 4. 8: Influence of Transparency on Service Delivery at Homabay County

Transparency	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
There is an institutionalization of a culture of transparency and giving feedback to stake holders on development projects in all public sector institutions	0.0	34.8	25.9	16.3	23.0
Administrative decisions have always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability.	0.0	41.5	21.5	20.7	16.3
The administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision	0.0	47.4	17.0	17.8	17.8
All procedures for any activity are publicly available	0.0	37.0	21.5	23.0	18.5
The systems have no informality	0.0	38.5	17.8	22.2	21.5
All transactions use the stipulated financial procedures	0.0	33.3	22.2	24.4	20.0
The County uses systems such as IFMIS and E-procurement	0.0	40.0	21.5	16.3	22.2

Source: Research Data (2021)

Majority of the county officials agreed to a very little extent (34.8%) that at the county level there were an institutionalization of a culture of transparency, 25.9% moderate extent, 16.3% great extent and 23.0%. majority of respondents agreed to little extent 41.5%, 21.5 great extent, 20.7% great extent and 16.3% very great extent that administrative decisions at the county were being taken on transparent way. Majority of respondents agreed to little extent that 47.4% that the administration informs the person concerned of any decision taken concerning them,

should they decide to challenge the decision, 17.0% moderate extent, 17.8% great extent and 17.8% very great extent. Majority agreed too little extent that all procedures are publicly available 37.0%, moderate extent 21.5%, 23.0% great extent and 18.5% very great extent. Majority of respondents agreed to little extent that systems at the county have no informality 38.5%, 17.8% great extent, 22.2% great extent and 21.5% very great extent. Majority of respondents agreed to little extent that all transactions use stipulated financial procedures 33.3%, moderately extent 22.2% and 24.4% great extent and 20% to very great extent.

4.6 Public participation and service delivery at Homabay County

The third objective in this study sought to establish the influence of public participation in service delivery at Homabay County. Specifically, the study sought to determine the influence of public participation in the delivery of services to the public in Homa Bay County. To answer this objective data was collected in key parameter assessing the level of public participation. Data was presented using pie chart, bar graph and tables.

4.6.1 Extent public participation influencing service delivery to the public at the county government of Homa Bay.

The study examined whether the respondents agreed that public participation influenced service delivery at the County. The result was presented in figure 4.6. Almost all the County government officials (58.5%) agreed that public participation influenced service delivery at the Metropolitan County Governments while 41.5% disagreed. These findings support the work of Cheema, (2007) who noted that in a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery. He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public. Similarly, the work of Rondinelli, 2011 and Devas and Grant (2013) found that public participation allows citizens to express their views and opinions on what affects them through dialogue thus this has made it a fundamental aspect in devolution reforms.

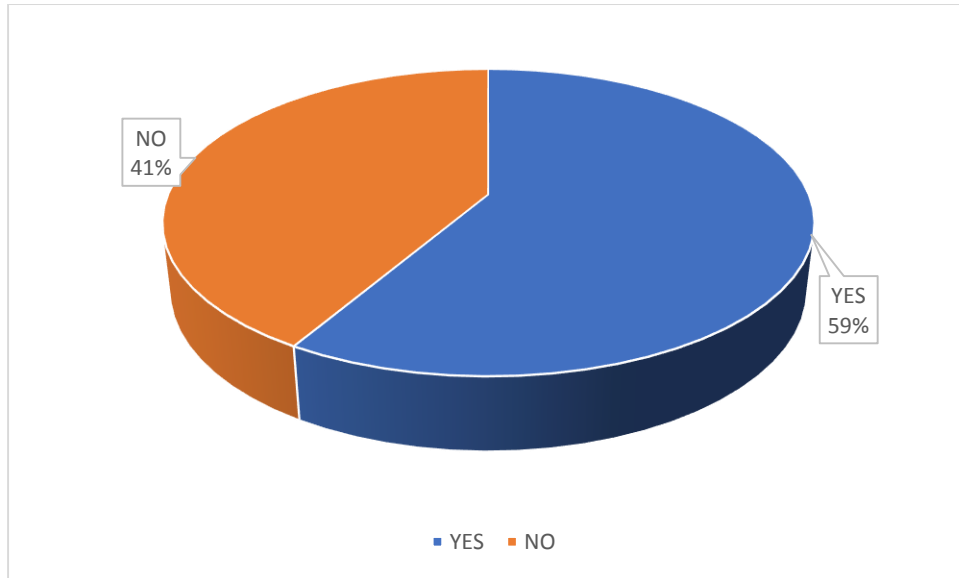


Figure 4. 5: Extent of official's agreement how public participation influence service delivery

Source: Research Data (2021)

For good citizen participation, public management is key and that the red tape and hierarchical power affects public participation in a negative manner (Yang & Pandey, 2011).

4.6.2. Extent public participation influences service delivery in Homa Bay County

The study also wanted to establish the extent public participation influenced service delivery at the County government in Homa bay. The results presented in figure 4.7

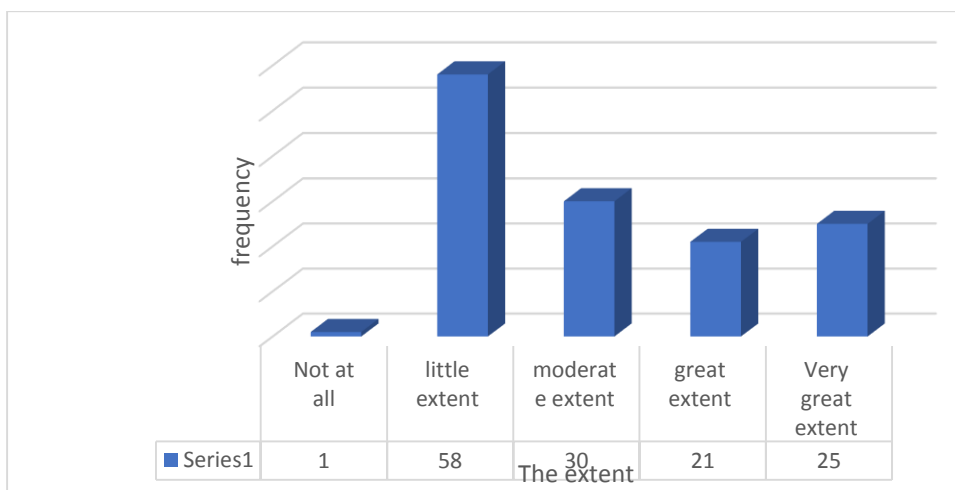


Figure 4. 6: Extent Public participation influenced service delivery at Homa bay County

Source: Research Data (2021)

The findings established that majority 86 percent of officials at the County government agreed public participation was a critical factor influencing service delivery, 10 percent great extent, and low extent was 2 percent and very low extent 2 percent.

4.6.3 Public participation influence on service delivery

The study also sought various ratings of county government officials with regard to how they felt public participation had contributed to effective service delivery. They were supposed to express their level of agreement in a scale of not at all, little extent, moderate extent, great extent and very great extent. The results were presented using percentages in table 4.9

Table 4. 9: Public participation influence on Service delivery

Public Participation	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
The public is involved in the preparation of their county's budget	0.0	38.5	23.7	14.8	23.0
The Public is involved in decisions on the provision of County services	0.0	43.0	20.0	17.0	20.0
The public is involved in the preparation, implementation and review of developmental plans in the County	00.0	43.0	19.3	13.3	24.4
The public is involved in the Monitoring and review of their county's performance;	00.0	35.6	23.7	16.3	24.4

Source: Research Data (2021).

Majority of respondents agreed to little extent 38.5%, 23.7%, 14.8% great extent and 23.0% The public is involved in the preparation of their county's budget. Majority of the respondents 43% little extent, 19.3% moderate extent, 13.3% great extent and 24.4% very large extent. Majority of respondents 43% little extent, 19.3% moderate extent and 13.3% and 24.4% to very great extent that public were involved in the preparation, implementation and review of developmental plans in the County. Majority of respondents agreed to little extent 35.6%. Moderate extent 23.7% and great extent 16.3% and 24.4% very great extent.

4.7 Inclusivity and Service Delivery

The fourth objective sought to establish how inclusivity influenced service delivery to the public at Homabay County. In order to answer this question respondents were given various questions that were testing their level of agreement, extent and liker scale questions.

4.7.1 Respondents level of agreement that inclusivity influence service delivery

The first question under inclusivity variable examined the respondent's level of agreement that inclusivity was an important factor influencing level of service delivery at the county. The results were presented in figure 4.8. The findings established that 81 percent thought inclusivity was very vital in influencing service delivery while 19 percent thought inclusivity was not very relevant in influencing service delivery at the county government level.

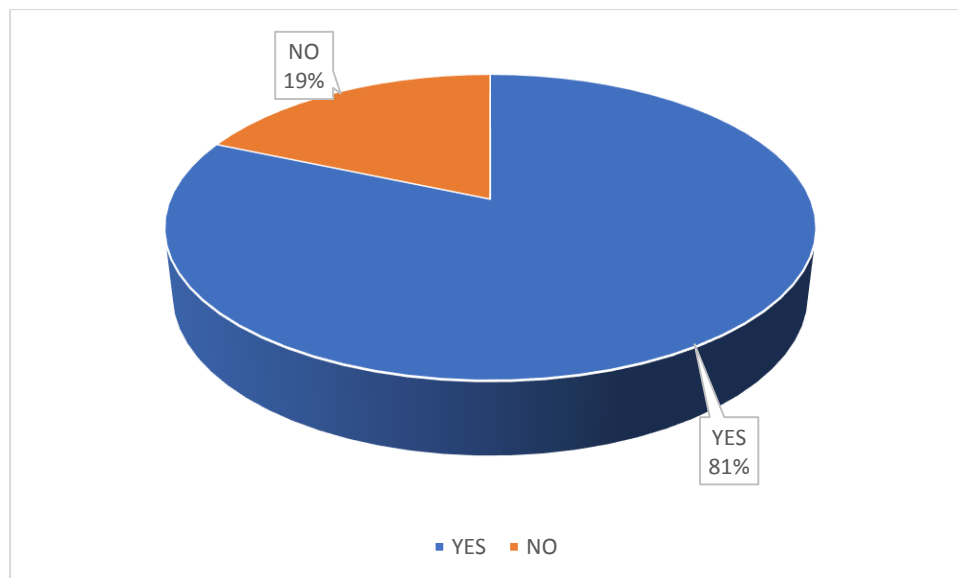


Figure 4. 7: effects of inclusivity on service delivery at Homabay County

Source: Research Data (2021)

These findings similar to other researchers such as Peter (2011) who found out that inclusivity is very important for good and effective running of the governments. The author emphasized that inclusivity supports democratic government, promotes citizens participation and equal treatment of all sub counties as one unit in development affairs.

4.7.2 Extent inclusivity influencing service delivery to the public at the county government of Homa Bay

The study examined the extent inclusivity variable influenced service delivery at Homabay County. The results were presented in figure

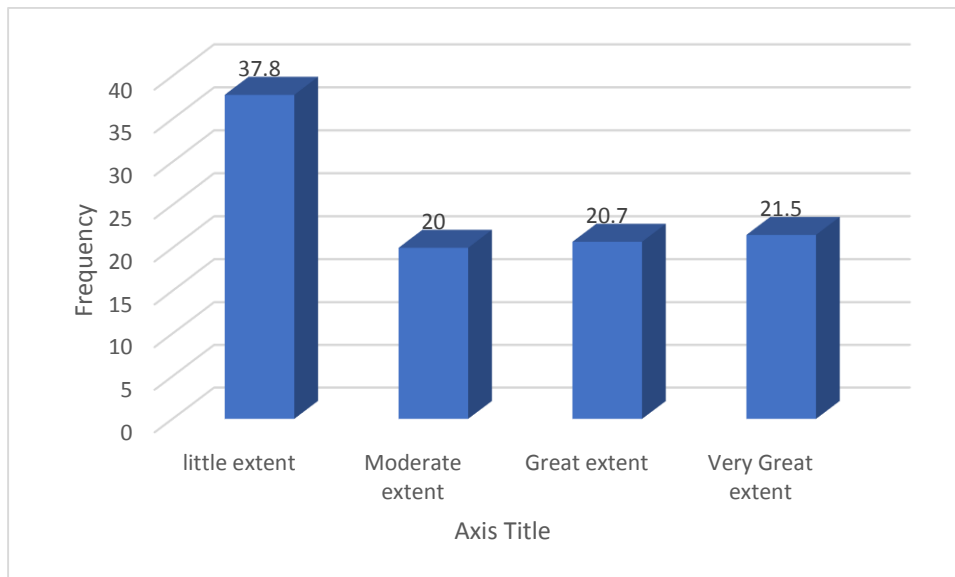


Figure 4. 8: Extent inclusivity influence Service delivery at Homabay County

Source: Research data (2021)

The study also sought various ratings of county government officials with regard to how they felt inclusivity had contributed to effective service delivery at the county. They were supposed to express their level of agreement in a scale of not at all, little extent, moderate extent, great extent and very great extent. The results presented in table 4.10

Table 4. 10: Inclusivity influence on service delivery at Homabay County

Inclusivity	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
The County has put into consideration gender equality while appointing its leaders and staff	00.0	37.8	20.0	20.7	21.5
Inclusion and integration of minorities and marginalized groups is given due consideration by the County government.	00.0	40.0	17.8	22.2	20.0

The County Government leaders engage in open and inclusive dialogue on development policies	0.0	41.5	23.0	16.3	19.3
The county has included people living with disability as well as the marginalized communities in its development policies and decision making	00.0	40.0	20.0	21.5	18.5
The County has incorporated the gender rule in its leadership and employees	0.0	41.5	18.5	23.7	16.3

Source: Research Data (2021).

The findings established that to little extent 37.8%, 20% moderate extent, 20.7% great extent and 21.5% very great extent. Majority agreed to little extent that inclusion and integration of minorities were being practiced in employment and projects implementation 40%, 17.8% moderate extent 22.2% great extent and 20% very great extent. Majority of respondents agreed to little extent that the County Government leaders engage in open and inclusive dialogue on development policies 40%, 20% moderate extent, 21.5% great extent and 16.3% very great extent.

Table 4.11: Service Delivery

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error
The citizens are satisfied with county government services.	135	3.348	1.1928	.153	.209
Homabay county spend tax efficiently	135	3.267	1.1983	.315	.209
Accessibility to public services in Homa Bay is fast	135	3.200	1.1958	.403	.209
County government understands the need to promote citizen-oriented administration.	135	3.274	1.2182	.288	.209
Good administration is a policy objective put into practice coherently, through various regulatory and other mechanisms, to ensure quality public services.	135	3.104	1.1925	.548	.209
Complains and resolved faster.	135	3.230	1.1586	.299	.209
Issues from the citizens they get feedback in time	135	3.156	1.1386	.397	.209
Responsiveness. How willing the employees are to offer a speedy service.	135	3.185	1.1919	.333	.209
Employees at the county give citizens individual attention	135	3.304	1.1348	.218	.209
	135	3.096	1.1517	.523	.209

The study investigated service delivery levels as measured by citizens satisfaction, accessibility of public services, administration policy, responsiveness and how employees give individual attention to complains and issues of citizens. Averagely the mean was 3.21 meaning moderate extent.

4.8.1 Challenges facing service delivery in Homabay County

The major challenges facing service delivery at the county includes inadequate skills to execute the jobs, insufficient resources, frequent delay by the central government in disbursement of funds for the projects and recurrent expenditures, the staffs lack motivation occasioned due to frequent delays in remuneration.

4.8.2 Suggestions/recommendations to improve service delivery at Homabay County

The study sought to identify what the respondents considered would be most appropriate ways of improving service delivery at the county. The county officials cited streamlining county revenue collection system by introducing e-payment platform and regular slap check by county compliance team to reduce revenue loss and prevent misappropriation of funds by the workers.

The respondents further indicated that the general public need to be aware on their responsibilities during public participation forums. Such kind of capacity building programs was cited to include civil education, citizens exchange visits to other counties within the country and citizens electing responsible leaders at the county assembly level who would offer adequate and responsible oversight role as enshrined in the constitution of Kenya. The county government should stop overreliance on treasury for running the county but should develop different income generating project to boost its revenue sources.

4.9 Diagnostics for regression

Regression diagnostics are procedures performed before running regression analysis to be able to assess the validity of the model.

4.9.1 Multicollinearity tests

Multicollinearity is the strong relationship between independent variables and the presence of multicollinearity affects fitness of the model. In this study the researcher examined the

relationship between the independent variables, accountability, transparency, public participation and inclusivity. The result of the tests was presented in table

Table 4. 11: Multicollinearity

Model	Tolerance	Variance inflation factor
Accountability	0.967	1.034
Transparency	0.999	1.001
Public participation	0.994	1.006
Inclusivity	0.962	1.039

Source: Researcher (2021)

The findings established that accountability (VIF 1.034), transparency (VIF 1.001), public participation (VIF 1.006) and inclusivity (VIF- 1.039) in all these cases the independent variables had a variance inflation factor between 1 to 10 which means there was absence of multicollinearity and therefore the variables were fit for running multiple linear regression model.

4.9.2 Linearity

Linearity tests is one of the assumptions of parametric tests statistics. When testing for linearity the null hypothesis states that the relationship is linear. Therefore, when P value is less than 0.05 reject the null hypothesis whereas if p value is greater than 0.05 then we fail to reject the null hypothesis.

Tests on linear relationship between accountability and service delivery was performed. The results presented in table 4.12.

Table 4. 12: ANOVA for testing linearity between service delivery and accountability

			Sum of		Mean		
			Squares	Df	Square	F	Sig.
Service delivery	Between	(Combined)	2.239	16	.14	2.103	.122
* Accountability	Groups	Linearity	.011	1	.011	.932	.740
		Deviation from	2.228	15	.149	2.249	.095
		Linearity					
	Within	Groups	11.223	118	.095		

Source: Research data (2021)

The null hypothesis H_0 : Relationship is linear and H_1 : Relationship is not linear

If the P value < 0.05 conclusion is that the relationship is nonlinear. In this case deviation from linearity P value was non-significant P value > 0.05 , $P=0.095$. Therefore, we fail to reject null hypothesis and conclude that there is linear relationship between service delivery and accountability.

Linearity tests between transparency and service delivery

H_0 : there is linear relationship between transparency and service delivery.

H_1 : relationship is not linear between transparency and service delivery.

Linearity tests is one of the assumptions of parametric tests statistics. When testing for linearity the null hypothesis states that the relationship is linear. Therefore, when P value is less than 0.05 reject the null hypothesis whereas if p value is greater than 0.05 then we fail to reject the null hypothesis.

Table 4.13: Linearity tests between service delivery and transparency

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Servicedelivery*T_W	Between Groups	(Combined)	1.308	15	.087	.854	.616
		Linearity	.086	1	.086	.838	.362
		Deviation from Linearity	1.223	14	.087	.855	.609
	Within Groups		12.154	119	.102		
	Total		13.462	134			

Source: Research Data (2021).

The null hypothesis H_0 : Relationship is linear and H_1 : Relationship is not linear

If the P value < 0.05 conclusion is that the relationship is nonlinear. In this case deviation from linearity P value was non-significant P value > 0.05 , $P=0.609$ therefore conclusion was that there existed linear relationship between transparency and service delivery.

Table 4.14: ANOVA Table Linearity between service delivery and public participation

			Sum of Squares	df	Mean Square	F	Sig.
Service delivery *	Between	(Combined)	1.440	11	.131	1.339	.211
Public participation	Groups	Linearity	.106	1	.106	1.083	.300
		Deviation from Linearity	1.334	10	.133	1.365	.204
	Within Groups		12.022	123	.098		
	Total		13.462	134			

Table 4. 13: ANOVA for testing linearity between service delivery and inclusivity

			Sum of Squares	Df	Mean Square	F	Sig.
Service delivery	Between	(Combined)	0.851	11	.077	0.753	.684
* inclusivity	Groups	Linearity	0.082	1	.082	0.797	.374
		Deviation from Linearity	0.769	10	.077	.75	.676
	Within Groups		12.611	123	.103		
	Total		13.462	134			

The null hypothesis H_0 : Relationship is linear .

If the P value < 0.05 conclusion is that the relationship is nonlinear. In this case deviation from linearity P value was non-significant P value > 0.05 , $P=0.676$ therefore conclusion was that there existed linear relationship between inclusivity and service delivery variable. In all linearity tests done there was a linear relationship for each predictor and predicted variable thus the variables were fit for running multiple linear regression analysis.

4.9.3 Homoscedasticity

Homoscedasticity is defined as a situation whereby the variance of the predicted variable in this case service delivery is the same throughout all the data set. Most of parametric test's statistics is based on assumption of equal variance. Homoscedasticity was visualized by checking at residuals patterns using scatter graph as showed in the figures 4.10

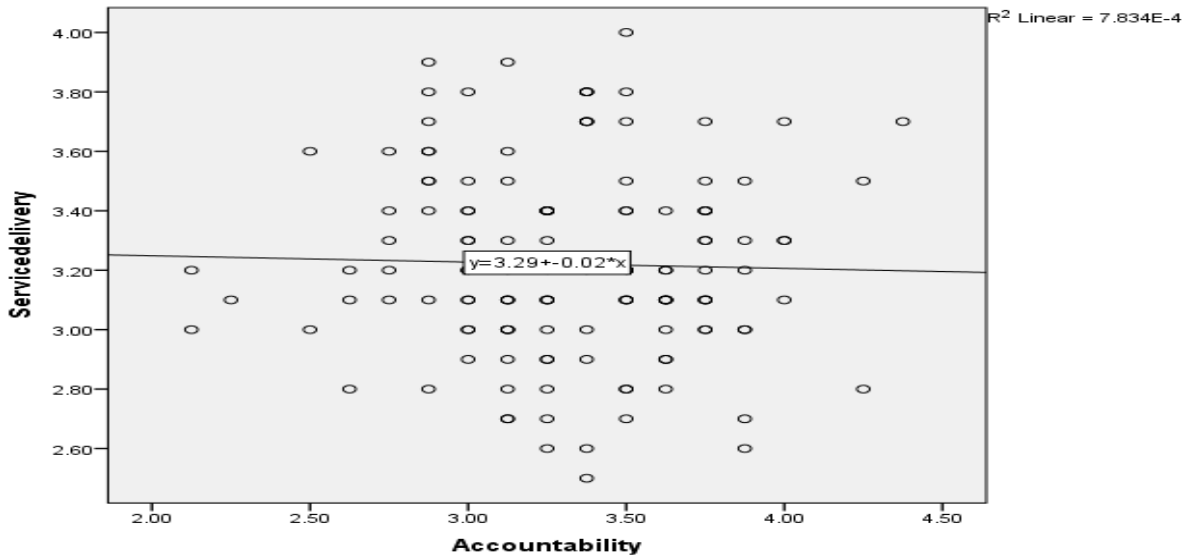


Figure 4. 9: Residuals between service delivery and Accountability

Source: Research Data (2021)

In figure 4.10 the residuals showing equal variance across the predicted variable indicating presence of homoscedasticity. This therefore means that the dataset was fit for modelling multiple linear regression analysis.

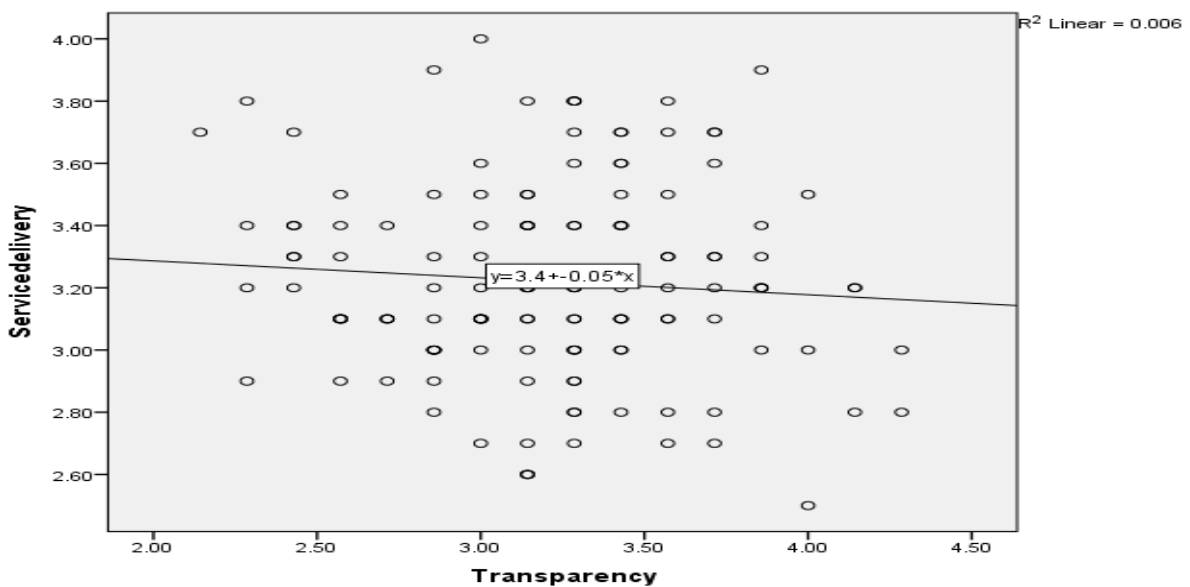
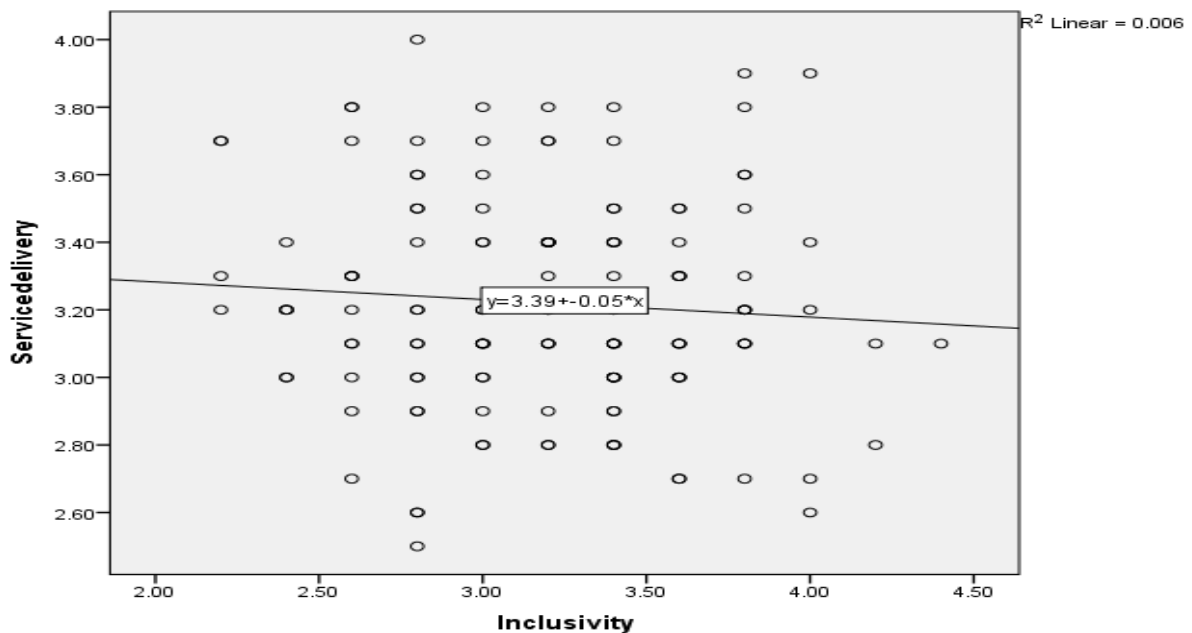
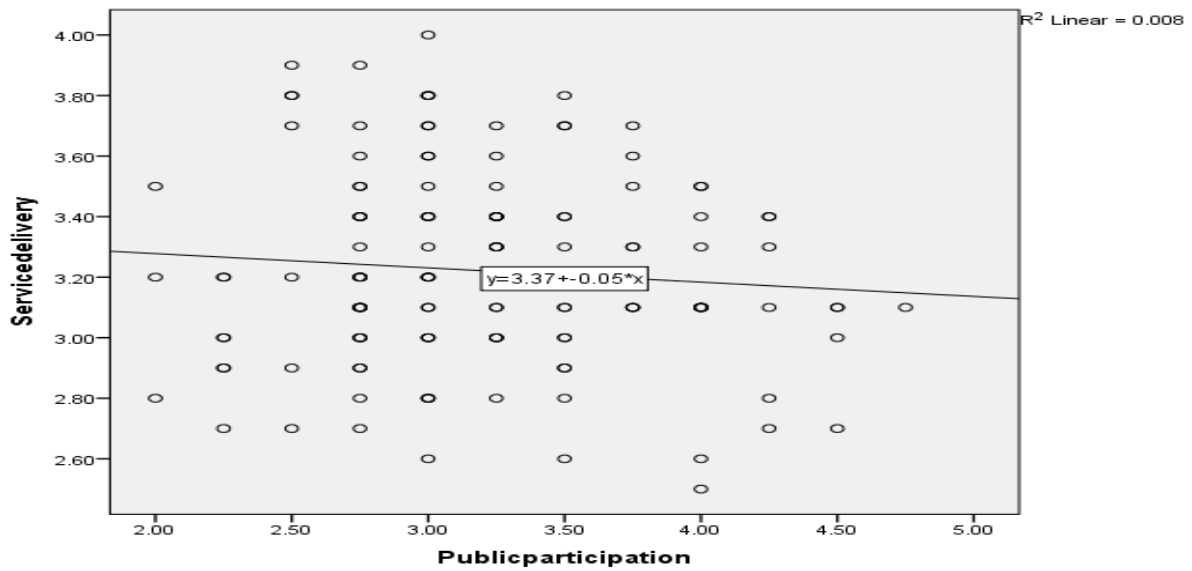


Figure 4. 10: Residuals between service delivery and transparency

Source: Research Data (2021)

The results showed in figure 4.11 indicate equal variance across dependent variable hence indicating the presence of homoscedasticity. This therefore means that the dataset was fit for modelling multiple linear regression analysis.



4.9.4 Normality

H_0 : The null hypothesis for normality tests states that the population is normally distributed. If P value is less than 0.05, we reject the null hypothesis and if the P value is greater than 0.05 we accept the null hypothesis. H_1 : Alternative hypothesis population is not normally distributed. Normality tests was performed using shapiro wilk tests. In each case the null hypothesis for the test was that the population was normally distributed thus non-significant result $p > 0.05$ confirmed the test. The result was presented in table 4.16

4.16: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Accountability	.075	135	.063	.985	135	.149
Transparency	.087	135	.013	.984	135	.117
Public participation	.143	135	.000	.967	135	.002
Inclusivity	.101	135	.002	.978	135	.030
Service Delivery	.112	135	.000	.985	135	.133

a. Lilliefors Significance Correction

Source: Research Data (2021)

Using the results in table 4. 16 the researchers failed to reject the null hypothesis in three variables accountability, transparency, and service delivery with P value being 0.149, 0.117 and 0.133 respectively. And the researcher rejected the null hypothesis in two variables public participation and inclusivity with p value less than 0.05, 0.002 and 0.03.

4.10 Regression Analysis

Regression analysis is a method of establishing the strength of each of the predictor variables in an equation. It support researchers in answering the question on establishing the level of contribution of each variable and also assist to eliminate the variable which does not have an impact and the level of certainty the researcher has to place on each of the predictor in the model (Mugenda & Mugenda, 2012). In this study multiple linear regression was run dataset set having satisfactorily passed all the assumptions. In this study regression analysis was used to establish the relationship between effective governance practices and service delivery at Homabay County using four variables, accountability, transparency, public participation and inclusivity and how they influence service delivery. Out from running regression analysis model summary, Anova and coefficient of regression were produced.

4.10.1 Model Summary

Table 4. 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.476 ^a	.231	.151	.30396	1.018

a. Predictors: (Constant), inclusivity, transparency, public participation , Accountability

b. Dependent Variable: service delivery

The result in table 4.17 of regression analysis established that service delivery has a linear dependence on all the predictor variables used in the model, inclusivity, transparency, public participation and accountability.

The correlation coefficient R measured the strength of combined effects on all predictors on service delivery in this case the value for R was 0. 476.

The value for R- Squared represents the coefficient of determination which measures the proportion of variance in service delivery which could be explained as a result of including predictor variables in the model.

In this model, R-square value of 0.231 which represents coefficient of determination. This means that 23.1% variance in service delivery can be accounted for by all the predictors in the model. Outside this model 76.9% represents the error term.

4.10.2 Anova

Analysis of Variance (ANOVA) was used to tests whether the model was fit by establishing whether the model was significance or not. The results presented in table 4.18. The table indicated that the independent variables significantly predicts the dependent variable (4,129) = 1.035, p= 0.002. The model is fit since the Anova is significant.

Table 4. 15: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.383	4	.096	1.035	.002 ^b
	Residual	11.918	129	.092		
	Total	12.301	133			

a. Dependent Variable: service delivery

b. Predictors: (Constant), inclusivity, transparency, public participation , Accountability

4.10.3 Coefficients

Table 4. 16: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Correlations			
		B	Std. Error	Beta	T	Sig.	Zero-order	Partial	Part
1	(Constant)	2.730	.614		4.448	.000			
	Accountability	.293	.463	.345	.634	.002	.181	.156	.155
	Transparency	.223	.518	.194	.430	.001	.182	.138	.137
	public participation	.758	.609	.628	1.245	.005	.500	.509	.508
	Inclusivity	.383	.266	.208	1.439	.003	.212	.109	.108

a. Dependent Variable: service delivery

Fitting this in the regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$$Y = 2.73 + 0.293 X_1 + 0.223 X_2 + 0.758 X_3 + 0.383 X_4$$

whereas

Y = Service delivery at Homabay County Government

β_0 – Constant

X_{1-4} = (accountability, Transparency, Public participation and inclusivity)

β_1 - Coefficient for extent to which corporate governance affect service delivery at the Homa Bay County Government

ϵ - Standard Error

From table 4.19 accountability (X_1) had a significant (sig.= 0.002) positive effect on service delivery. The study therefore reject the null hypothesis. A unit increase in accountability would lead to a significant increase of 29.3% in service delivery. Public participation (X_3) had a significant (sig.= 0.005) on service delivery. The study therefore reject the null hypothesis. A unit increase in public participation would lead to a significant increase of 75.8% in service delivery. Transparency (X_2) had a significant (sig.=0.001) positive effect on service delivery. A unit increase in transparency would lead to a significant increase of 22.3% in service delivery. Inclusivity (X_4) had a significant (sig.=0.003) positive effect on service delivery. A unit increase in inclusivity would lead to a significant 38.3 % in service delivery. *Constant* – On average, the level of service delivery in the absence of any predictor variables was 2.73.

In the coefficient table accountability was also associated with semi partial correlation of $r = 0.155$, $r^2 = 0.024$, thus 2.4% of the variance in service delivery at Homabay County was accountable for uniquely by the accountability variable. Transparency was associated with semi partial correlation of $r = 0.137$, $r^2 = 0.0187$ thus this can be interpreted as 1.87% variance in service delivery at Homabay County was accounted for uniquely by the transparency variable. The findings also established that public participation had a semi partial correlation of $r = 0.508$, $r^2 = 0.258$ thus 25.8% variance in service delivery at Homabay County was accountable for by public participation variable. Semi partial correlation of inclusivity $r = 0.108$, $r^2 = 0.0116$ thus 1.16% variance in service delivery at Homabay County was accountable for by inclusivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlighted summary of key findings, conclusions and recommendations. This study established several findings which directly contribute to this body of knowledge, and policy formulation. The study also made further recommendation for future research.

5.2 Summary of the Findings

The research focused on establishing how effective governance would influence service delivery at Homabay County. The main research questions for this study included establishing to what extent does accountability of staff affect public service delivery at the county of Homa Bay? How does transparency management affect public service delivery at the county government of Homa Bay? To what level does the public participation influence public service delivery at the county government of Homa Bay? What level does inclusivity affect public service delivery at the county government of Homa Bay?

The researcher sought to establish the gender composition of the respondents. The results established that majority of the respondents who participated in the survey were male 52 percent while female were 48 percent. This finding showed at more male were employed at the County government as opposed to women. The results shown in table 4.2 indicate that majority of the respondents were aged between 43-47 years (29.6%), followed by 38-42 years (25.9%), 33-37 years (20%), 28-32 years (11.1%), 23-27 years (12%), 18-22 years (1.5%). These findings revealed that majority of officials at County Government of Homabay were above youthful age. Education level of the respondents showed that majority of the respondents were diploma holders 58 (43%), followed by undergraduate 38(28%), and certificates 25 (18.5%) and only (10%) had masters level of education. These findings indicated that majority of county government officials had diploma and above level of education and could therefore able to execute their duties well. Majority of respondents 55 (40.7%) had worked for 5-7 years, 2-4years 30(22%), below 2 years 25(18.5%) and 25(18.5%) between 8-10 years. These findings indicated that majority of respondents had worked as a civil servant for a long time and therefore understood well the governance and policy issues. The findings established that majority of the respondents 43 (32%), 8-10 years, 36(27%) 2 to 4 years, and 30(22%) had

worked with county government for 5 to 7 years, 14(10%) had worked for below 2 years and 12(9%) had worked for more than 10 years. The findings established that majority of respondents were working committee members at the county 48 (35.6%), followed by Chief officers 42 (31.1%), County directors 40(29.6) and 3.7%) county executive officers. This means that most of the employees were at senior management level and were conversant with governance and policy matters at the county level.

5.2.1 To what magnitude does accountability of staff affect public service delivery to the public at the county of Homa Bay?

The study findings established that majority of respondents 69 percent agreed that accountability of public resources was an important factor which influenced the level of service delivery at Homabay County whereas 31 percent did not believe accountability had an important significant factor influencing service delivery at the county level. Interviews also revealed that the officials were of the opinion would promote accountability by reducing roadblocks to development in the areas, promoting employee individual responsibility to the assigned tasks. The findings established that majority of employees at the county agreed accountability influenced service delivery to a very great extent (30.4%) in Homa Bay County, and 20.7% to a great extent, 14.8% to moderate extent, 34.1 % to a low extent

5.2.2 How does transparency management affect public service delivery at the county government of Homa Bay?

The study analysed respondent's level of agreement. This was a binary variable where the answers were yes and No. The analysis was done using pie- chart as showed in figure 4.3. The findings in figure 4.3 showed that majority of responses agreed that transparency was a critical factor influencing service delivery 95 percent while only 5 percent disagreed. Similar studies supporting same findings includes that of Chambers (2012) who argued that transparency is effective requirement which harness credible leadership and build trust within the group being served. The author argued that transparency should be inbuilt to the system as a way of strengthening enabling citizen's involvement in planning, decision making and executing projects.

Findings established that majority of respondents 72 percent agreed transparency affects service delivery, 20 percent great extent, 6 percent low extent and 2 percent very low extent

Majority of the county officials agreed to a very little extent (34.8%) that at the county level there were an institutionalization of a culture of transparency, 25.9% moderate extent, 16.3% great extent and 23.0%. majority of respondents agreed to little extent 41.5%, 21.5% great extent, 20.7% great extent and 16.3% very great extent that administrative decisions at the county were being taken on transparent way. Majority of respondents agreed to little extent that 47.4% that the administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision, 17.0% moderate extent, 17.8% great extent and 17.8% very great extent. Majority agreed too little extent that all procedures are publicly available 37.0%, moderate extent 21.5%, 23.0% great extent and 18.5% very great extent. Majority of respondents agreed to little extent that systems at the county have no informality 38.5%, 17.8% great extent, 22.2% great extent and 21.5% very great extent. Majority of respondents agreed to little extent that all transactions use stipulated financial procedures 33.3%, moderately extent 22.2% and 24.4% great extent and 20% to very great extent.

5.2.3 To what level does the public participation influence public service delivery at the county government of Homa Bay?

The study examined whether the respondents agreed that public participation influenced service delivery at the County.

The study examined whether the respondents agreed that public participation influenced service delivery at the County. The results were presented in figure 4.6. Almost all the County government officials (58.5%) agreed that public participation influenced service delivery at the Metropolitan County Governments while 41.5% disagreed. These findings support the work of Cheema, (2007) who noted that in a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery. He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public. Similarly, the work of Rondinelli, 2011 and Devas and Grant (2013) found that public participation allows citizens to express their views and opinions on what affects them through dialogue thus this has made it a fundamental aspect in devolution reforms.

Majority of respondents agreed to little extent 38.5%, 23.7%, 14.8% great extent and 23.0% The public is involved in the preparation of their county's budget. Majority of the respondents

43% little extent, 19.3% moderate extent, 13.3% great extent and 24.4% very large extent. Majority of respondents 43% little extent, 19.3% moderate extent and 13.3% and 24.4% to very great extent that public were involved in the preparation, implementation and review of developmental plans in the County. Majority of respondents agreed to little extent 35.6%. Moderate extent 23.7% and great extent 16.3% and 24.4% very great extent.

These findings support the work of Cheema, (2007) who noted that in a bid to ensure improvement of governments' performance, there is need for public participation on governance and in public service delivery. He further notes that at the grassroots level, this is more effective as the resources need to be provided according to the tastes and choices of the public. Similarly, the work of Rondinelli, 2011 and Devas and Grant (2013) found that public participation allows citizens to express their views and opinions on what affects them through dialogue thus this has made it a fundamental aspect in devolution reforms. Public participation had a positive influence on service delivery. Public participation is the most important factor that influence service delivery. A unit increase in public participation would lead to a significant increase of 75.8 in service delivery at the Homabay County government.

5.2.4 What level does inclusivity affect public service delivery at the county government of Homa Bay?

The findings established that to little extent 37.8%, 20% moderate extent, 20.7% great extent and 21.5% very great extent. Majority agreed to little extent that inclusion and integration of minorities were being practiced in employment and projects implementation 40%, 17.8% moderate extent 22.2% great extent and 20% very great extent. Majority of respondents agreed to little extent that the County Government leaders engage in open and inclusive dialogue on development policies 40%, 20% moderate extent, 21.5% great extent and 16.3% very great extent. The major challenges facing service delivery at the county includes: inadequate skills to execute the jobs, insufficient resources, frequent delay by the central government in disbursement of funds for the projects and recurrent expenditures, the staffs lack motivation occasioned due to frequent delays in remuneration.

The study sought to identify what the respondents considered would be most appropriate ways of improving service delivery at the county. The county officials cited streamlining county

revenue collection system by introducing e-payment platform and regular slap check by county compliance team to reduce revenue loss and prevent misappropriation of funds by the workers.

The respondents further indicated that the general public need to be aware on their responsibilities during public participation forums. Such kind of capacity building programs was cited to include civil education, citizens exchange visits to other counties within the country and citizens electing responsible leaders at the county assembly level who would offer adequate and responsible oversight role as enshrined in the constitution of Kenya. The county government should stop overreliance on treasury for running the county but should develop different income generating project to boost its revenue sources.

5.3 Conclusion

The study found that public participation had the highest contribution on service delivery at Homabay County. This means that the county government needed to invest on mechanism of increasing public participation including conducting civil education and participating in development interventions for citizens to realize the need for actively engaging in development initiatives at the county since it has the highest level of contribution. A unit increase in public participation would lead to a significant increase of 75.8 in service delivery at the Homabay County government. Accountability had a positive influence on service delivery. A unit increase in accountability would lead to a significant increase of 29.3% in service delivery at Homabay County Government. Transparency had a positive influence on service delivery. A unit increase in transparency would lead to a significant increase of 22.3% in service delivery. Inclusivity had a positive influence on service delivery. A unit increase in inclusivity would lead to a significant 38.3 % in service delivery. *Constant* – On average, the level of service delivery in the absence of any predictor variables was 2.73.

5.4 Recommendations

Based on the conclusion above, the study recommends the county government need to engage the citizens through looking for the best avenues to educate the public on the need for citizens public participation in budget review, project initiations, design and implementation to ensure that the citizens own up projects done in their areas as part of strengthening project sustainability. This could be accomplished through conducting capacity building training forums for the public, involving the public in project design, project execution and participatory

monitoring and evaluation at the county levels. To improve accountability the use of FMIS and corruption reduction including taking disciplinary measures against offenders should be taken. This should begin from the governor office to create a culture of zero tolerance to corruption and the county and sub-county levels. The county government also needed to invest different income generating projects to enable the county not to over rely on central government for its activities and projects. Internal control needed to be strengthened by having a well-functioning oversight board. The members of county assemblies required to undergo thorough training to offer effective oversight on revenues at the county and sub- counties offices. Recruitment needs to consider inclusivity where people living with disabilities to be included in running affairs of the county.

5.5 Suggestion for Further Study

Since this study only focused on one county, it would be prudent for another study to be conducted in this area with a broader scope perhaps covering five top counties and five lowest performing counties in Kenya. A such shall bring in the parameters every county needs to consider to be a top performing as opposed to being at the lowest performance level. Equally, there is also need to look at the challenges facing devolution from the time it was implemented in 2013 in Kenya to date.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA FOR MBA PROJECT

I am a post-graduate student at KCA University pursuing a Master of Business Administration (MBA) degree.

Pursuant to the pre-requisite course work, I am currently conducting a research project on **EFFECTS OF CORPORATE GOVERNANCE ON SERVICE DELIVERY TO THE GENERAL PUBLIC: A CASE STUDY OF COUNTY GOVERNMENT OF HOMA BAY**. This will involve use of questionnaires administered county government officials and various levels of administrators at the county.

I kindly request you to participate in this study by assisting in filling the questionnaires and providing with any other relevant information. The information collected will be treated with utmost confidentiality and is for academic purpose only. The findings and recommendations of the research will be availed to you upon completion of the research.

Thank you in advance.

Yours faithfully,

George Omany

MBA (KCA University)

Appendix II: Research Questionnaire

Questionnaire

Number

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This research is in partial fulfillment of requirements for a degree in Masters of Business Administration from KCA University; and I will be most grateful if you could kindly complete this questionnaire. Kindly provide the information as required by the questionnaire. The findings will be used solely for the purposes of the research and no individual shall be intimidated based on their response. The study results shall be availed to the interested parties upon request.

SECTION A: DEMOGRAPHICS

Instructions: Kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately.

PART A: Respondent's Background Information

1. What is your gender? Male Female

2. In which of the following age brackets does your age fall?

18-22 years 23-27 years 28-32 years 33-37 years 38-42 years 43-47 years 48-52 years 53 and above

3. What is your education level (state the highest level)

Certificate Diploma Undergraduate

Post Graduate PhD Other _____

4. How long have you been a civil servant?

Below 2 years 2 to 4 years 5 to 7 years 8 to 10 years More than 10 years

5. How long have you worked with the County government?

Below 2 years 2 to 4 years 5 to 7 years 8 to 10 years More than 10 years

6. What is your current position in the County Government?

County Executive Officers

Committee members

Chief Officers

County Directors

PART B: Influence of accountability of staff on service delivery at the Homa Bay County Governments

7. In your opinion, does accountability of staff influence service delivery at the Homa Bay County Government?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent

To a low extent To a very low extent

8. To what extent do you agree to the following in regard to accountability of staff and service delivery at the Homa Bay County Government? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

	Description	F
	Accountability	N a
1	The public servants are accountable to the public in their functions.	
2	Public Accountability is all about rendering of stewardship.	
3	The Public officers do publish their budget performance at the end of financial year for public assessment and comment.	
4	Internal control in the public service is very strong.	
5	The departments responsible to ensure effective public accountability are very efficient and effective	
6	The public participates in accountability in the County	
7	Audit files are publicly available	
	The County budget and finances are subject to legislation oversight	
	Monitoring and evaluation is done and reports widely shared	

PART C: Influence of transparency on service delivery at the Homa Bay County Government

9. In your opinion, does transparency influence service delivery at the Homa Bay County Government?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent To a low extent To a very low extent.

10. To what extent do you agree to the following statements in regard to transparency and service delivery at the Homa Bay County Government? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

Transparency					
	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
There is an institutionalization of a culture of transparency and giving feedback to stake holders on development projects in all public sector institutions					
Administrative decisions have always be taken in accordance with transparent, simple and understandable procedures, while ensuring accountability.					
The administration informs the person concerned of any decision taken concerning them, should they decide to challenge the decision					
All procedures for any activity are publicly available					
The systems have no informality					
All transactions use the stipulated financial procedures					
The County uses systems such as IFMIS and E-procurement					

PART D: Influence of public participation on service delivery at the Homa Bay County Government.

11. In your opinion, does public participation influence service delivery at the Metropolitan County Governments?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent To a low extent
 To a very low extent

12. To what extent do you agree to the following statements in regard to public participation and service delivery at the Homa Bay County Government? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

Description	Response				
	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
Public Participation					
The public is involved in the preparation of their county's budget					
The Public is involved in decisions on the provision of County services					
The public is involved in the preparation, implementation and review of developmental plans in the County					
The public is involved in the Monitoring and review of their county's performance;					

PART E: Influence of inclusivity influences service delivery at the Homa Bay County Government

13. In your opinion, does inclusivity influences service delivery at the Homa Bay County Government?

Yes No

To what extent

To a very great extent To a great extent To a moderate extent To a low extent

To a very low extent

14. To what extent do you agree to the following in regard to inclusivity influences service delivery at the Homa Bay County Government? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

Description	Response				
	Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
The County has put into consideration gender equality while appointing its leaders and staff					
Inclusion and integration of minorities and marginalized groups is given due consideration by the County government.					
The County Government leaders engage in open and inclusive dialogue on development policies					
The county has included people living with disability as well as the marginalized communities in its development policies and decision making					
The County has incorporated the gender rule in its leadership and employees					

15. What challenges do you face in service delivery?

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16. Please give suggestions/recommendations towards Good Governance and Service Delivery at the Metropolitan County Governments, Kenya.

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17. Service Delivery

To what extent do you agree to the following in regard to inclusivity influences service delivery at the Homa Bay County Government? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

	Description	Response				
		Not at all	Little Extent	Moderate Extent	Great Extent	Very Great Extent
1	The citizens are satisfied with county government services.					
2	Homabay county spend tax efficiently					
3	Accessibility to public services in Homa Bay is fast					
4	County government understands the need to promote citizen-oriented administration.					
5	Good administration is a policy objective put into practice coherently, through various regulatory and other mechanisms, to ensure quality public services.					

6	Complains and resolved faster.					
7	Issues from the citizens they get feedback in time					
8	Responsiveness. How willing the e employees e to offer a speedy service.					
9	Employees at the county give citizens individual attention					
10	Reliability. The ability to deliver the promised rvice in a consistent and accurate manner.					

THANK YOU FOR YOUR TIME AND COOPERATION!