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## **Role of Intrapersonal Traits in Service Delivery by Devolved Governments in Central Kenya**

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### **Abstract:**

*Public expectation in the public sector performance in delivering services consistent with citizen preferences has been considered weak in developing countries. In the recent years, citizens are demanding more accountability from their Governments. For millennium development goals to be achieved, a well-functioning public sector must be put in place to deliver quality services consistent with the citizens' preferences. Managers in addition to having competencies (knowledge, skills and abilities) required to perform specific tasks or functions, they must demonstrate leadership knowledge in order to successfully perform their roles, which include attributes/ personality traits that may range from soft skills such as collaboration and resilience to more strategic skills and abilities such as forecasting and seeing the big picture. Transformational stewardship is a relatively new concept in Public Service Management that is designed to create a sense of ownership and responsibility for outcomes, while empowering managers to become leaders who serve for the common good as well as delivering results. For transformational steward leaders to deliver quality services to the public, they need to be equipped with intrapersonal traits which include; personal mastery, personal vision and risk taking. There have been many interventions that the Government of Kenya has put in place over the years to improve service delivery, including results-oriented management, introduction of Huduma Centers among others. This study, seeks to assess how intrapersonal traits can enhance service delivery. The study adopted both descriptive and correlation survey design. The population of the study comprised of Chief Officers, Directors, Deputy Directors and County Assembly Heads in central Kenya Counties specifically Kiambu, Kirinyaga, Murang'a, Nyandarua and Nyeri. The study used stratified random sampling technique to select the respondents. A structured questionnaire was used as a data collection instrument in the study. Respondents indicated that more should be done to encourage leaders in County Governments to seek out challenging opportunities that test their abilities and skills. The study established that intrapersonal traits ultimately affected the service delivery of the leaders and that they should employ personal mastery, personal vision and risk taking in order to become better custodians of public resources. The study recommends further research on other intra personal traits e.g. critical and analytical traits, ethical traits, persuasiveness among others that could affect service delivery.*

**Keywords:** *Intrapersonal trait, Transformational stewardship, service delivery*

### **1. Introduction**

Traits have been defined as relatively stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group and organizational situations (Zaccaro, Kemp, and Bader, 2004). Historically the trait approach of leadership focused on the idea that great leaders are 'born not made', which were influenced by the early writings of Thomas Carlyle (Carlyle, 1849) who wrote that the world's history was recorded in the biographies of great men (Day & Zaccaro, 1999). This however changed in 1940s. By this time, a large number of empirical studies had been conducted in order to discover the personal attributes and traits that would distinguish leaders from non-leaders.

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

A more holistic approach is however needed to examine patterns of leader traits and skills in relation to leader effectiveness (Yukl, 2006). Kee et al. (2006) argue that Transformational stewards however do not possess traits that are inborn but those that develop throughout their lives and provide continuous guidance on how to act in a particular situation. They identified important traits being; ethical conduct, reflective continuous learning attitude, empathy toward others and the foresight or vision to lead an organization toward a preferred future.

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

Business understanding is a key skill for senior managers, therefore an understanding of the operations and processes of how business is conducted—along with technical HR knowledge and organizational knowledge is the most important competency they should have. It is expected that HR professionals at the senior level will also have a broad comprehension of business and finance principles, market and/or industry cycles and how human capital fits into that (Lawler et al., 2006).

Personal vision defines clarity of vision and commitment through action and is essential for leaders to position themselves and play to their strengths. Steward leaders must have a vision focusing on what they want to create for themselves and the world around them. Senge et al. (1994) agrees with this observation and states that leaders can align the vision and efforts of people organization wide.

Successful stewards must display courageousness through openness to new ideas. Taking risks means trying out new approaches or ideas with little control over the results or consequences. Through trusting and empowering others, we allow a community to develop in which people can enhance and develop their self-esteem (Kurt and Peters, 2014). According to Piccolo R. (2005), risk-taking behavior among leaders and agents of an organization is an important component of organizational success.

Implementation of devolution and the transition process toward this has been problematic and has faced a number of challenges which have been the sole reason for under optimization of its performance. Some of these challenges are; intergovernmental, administrative, legislative, policy, institutional conflicts among others (Nyambane, 2014).

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

The concept of good governance thus is key in successful implementation of the devolved government functions. This study sought to investigate whether the public servants have embraced transformational stewardship in being custodians of public resources. This will show if good governance is playing its role in service delivery to ensure efficiency, accountability and equitability of resources.

There has been a myriad of challenges facing service delivery by the devolved units such as the never-ending strikes, lack of coordination, embezzlement of public resources as well as lack of accountability (EACC, 2015). The study therefore, sought to establish the role leader intra personal traits can enhance service delivery.

## 2. Related Literature

### 2.1. Theoretical Review

#### 2.1.1. Trait Leadership Theory

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

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

Rather than simply studying what combinations of traits would be successful in a particular situation, researchers are now linking clusters of personality traits to success in different situations (Fleenor, 2011). Stewardship Theory

### 2.1.2. Stewardship Theory

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

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

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

This research looked at transformational stewardship in the public sector unlike in private owned firms where this theory emanates. Kee et al. (2006) argued that Stewardship is a governance strategy designed to create a strong sense of ownership and responsibility for outcomes—including change—at all levels of the organization. It also means giving more control to citizens, and creating self-reliance and partnerships among the organization's stakeholders.

### 2.2. Intrapersonal Traits

The "trait" theory of leadership is one of the most persistent concepts about what makes a good leader. It has been argued that individuals are either born with leadership traits or not, while others posit that the most important leadership traits can be learned. Trait theories of leadership attempt to develop a list of defined characteristics of leadership; common ones include; intelligence, self-confidence, decisiveness, courage, empathy, determination, integrity and sociability (Kee et al., 2006). Leadership traits can be learned through self-evaluation and mentoring according to recent proponents of trait theory of leadership (Goleman et al., 2002). Transformational stewards however do not possess traits that are inborn but those that develop throughout their lives and provide continuous guidance on how to act in a particular situation. The most vital traits being; ethical conduct, reflective continuous learning attitude, empathy toward others and the foresight or vision to lead an organization toward a preferred future (Kee et al., 2006).

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

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

(b) Personal vision defines clarity of vision and commitment through action and is essential for leaders to position themselves and play to their strengths. Steward leaders must have a vision focusing on what they want to create for themselves and the world around them. Senge (1994) states that leaders can align the vision and efforts of people organization wide. They can share the vision through telling, selling and testing the vision. After the vision is in place, it needs to be maintained in the consciousness of people and passed along to new employees.

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

This can well be illustrated as below:

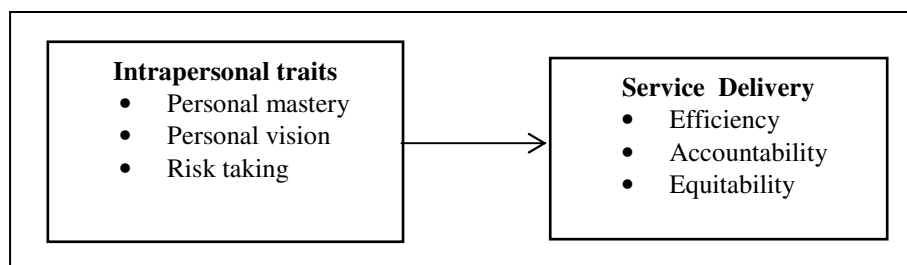


Figure 1: Conceptual Framework

### 3. Methodology

The study adapted the descriptive and correlation survey design. Bryman and Bell (2007) observe that a descriptive survey research design is used when data are collected to describe persons, organizations, settings, or phenomena. The descriptive survey carried out by the researcher generated both qualitative and quantitative data. According to Mugenda & Mugenda (2008) qualitative research permits research to go beyond statistical results usually reported in quantitative research thus best used to explain human behavior. Quantitative research was used because it relies on confirming, proving or substantiating using measurements of the variables

The study was carried out in County Governments in Kenya. The target population was five Counties out of the 47 Counties. The Counties are the five which formerly comprised Central Province, namely Nyeri, Kirinyaga, Murang'a, Nyandarua and Kiambu. These Counties were selected because they are densely populated, and they offer a unique balance between rural and urban populations, thus the findings from the study of these Counties may be extrapolated to other Counties in Kenya, as the varied rural and urban characteristics of the five Counties are relatable to other parts of the country

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

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

Table 1: Sample Size of the County officer categories who participated in the study

\* Adjusted in accordance with stratified random sampling

### 4. Research Findings

#### 4.1. Descriptive statistics Intrapersonal Trait

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

The respondents were asked to indicate their level of agreement with given statements concerning intra personal traits. A Likert scale was used to measure the extent of their agreement with the statements. 39.7 % of respondents reported that they agreed to a moderate extent with the statement that leaders in their County seek challenging opportunities that test their skills and abilities, 35.3 % agreed to a large extent while those who agreed with very large extent was 14.7% and to a small extent being 10.3%. None of the respondents disagreed with the statement.

Respondents stated that they were clear about the philosophy of leadership, many respondents thought that they did so to a large extent 45.6%, moderate extent 23.5% and to a very large extent 22.1% with 8.8% agreeing to a small extent.. None of the respondents agreed with the statement that they were not at all clear with the philosophy of leadership.

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

Concerning the statement on experimenting and taking risks with new approaches, even when there is a chance of failure, 35.3% of the respondents agreed with the statement while 32.4% agreed to a moderate extent, 17.6% to a very large extent and 13.2% to a small extent while 1.5% of the respondents disagreed with the statement. The table below shows the distribution (Table 2).

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

Table 2: Intrapersonal traits

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

#### 4.2. Discussion and Analysis

The findings show that most of the respondents agreed with the statements on intra personal skills to a large extent (39.7%), to a moderate extent (29.1%), and to a small extent (8.5%). Few of the respondents (1.3%) disagreed with the statements. The findings indicate that leaders in County Governments seek out challenging opportunities that test their skills and abilities, they describe the kind of future they would like their followers to have and are clear about their philosophy of leadership. They further stated that they stay up to date on most developments affecting their Counties, and appeal to others to share their dreams of the future while looking ahead and forecasting what the future might be. They also concurred that they provided inspiring strategic and organizational goals and asked 'what can we learn' when things do not go as expected and that they experimented and took risks with new approaches even when there is a chance of failure, while creating an atmosphere of mutual trust in the project that they lead. These finding concur with those of Goleman et al.(2002), who emphasized that leaders should have intra personal traits which can either be inherent or learnt. Senge (1994) also agrees with these findings that leaders should be equipped with various intrapersonal skills for them to effectively discharge their duties.

#### 4.3. Descriptive statistics on Service Delivery

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

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

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

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

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

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

The last statement in this section sought to find out whether there is adequate staffing and equipment at the County health facilities. Majority of the respondents agreed that there was to a moderate extent (36.8%), to a small extent (29.4%), to a large extent (16.2%) and to a very large extent (7.4%). 10.3% disagreed with the statement. Table 3 shows the results.

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

Table 3: Service delivery

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

#### 4.4. Discussion and Analysis

In response to the statements on service delivery, most of the respondents were in agreement (29.6%) to a moderate extent, (28.1% to a large extent,) to a small extent (24.8% and to a very large extent (9.6%) and 7.8% disagreed with the statement. The respondents agreed with the statements that; There is a reliable disaster management system in the County, There is a trustworthy complaint management system that is accessible to County customers, The introduction of Huduma centers has improved accessibility of services in the Counties to a moderate extent, Building plans and land use application is efficient, County customers are accessing services equitably, There is an accessible taxation and licensing system in the County, Introduction of new technology(IFMIS, e-procurement) in my County has improved service delivery to a small extent, Funds allocated to Counties are used for the purpose they are intended to a moderate extent and that There is adequate staffing and equipment at the County health facilities.

On the introduction of Huduma centers, majority of the respondents agreed that it had improved accessibility of services in the Counties to a large extent (38.2%). This agrees with the findings of Amir et al. (2015) on their study on effect of Huduma Centers who found that respondents were generally satisfied with the reliability of service delivery at Huduma Centers. There was significant disagreement (16.2%) of respondents on whether the introduction of new technologies had improved service delivery. The findings of Kwena (2013) on factors influencing the use of IFMIS as being; few departments using IFMIs to carry out their operations thus limited use in most of Government ministries, resistance from middle level managers on the use of IFMIS, lack of involvement of users during design stage and subsequent training of the system components and restricted access to IFMIS by users could shed light on this phenomenon.

#### 4.5. Intrapersonal Traits versus Service Delivery

##### 4.5.1. Scatter Plot

A scatter plot was generated to show the kind of relationship that existed between the independent variable intra personal traits and the dependent variable Service delivery. The figure 2.0 indicates an upward sloping relationship. This means that there is a strong positive linear relationship between intra personal traits and service delivery. The level of influence of intra personal traits on service delivery can therefore be statistically determined by undertaking linear correlation and regression analysis.

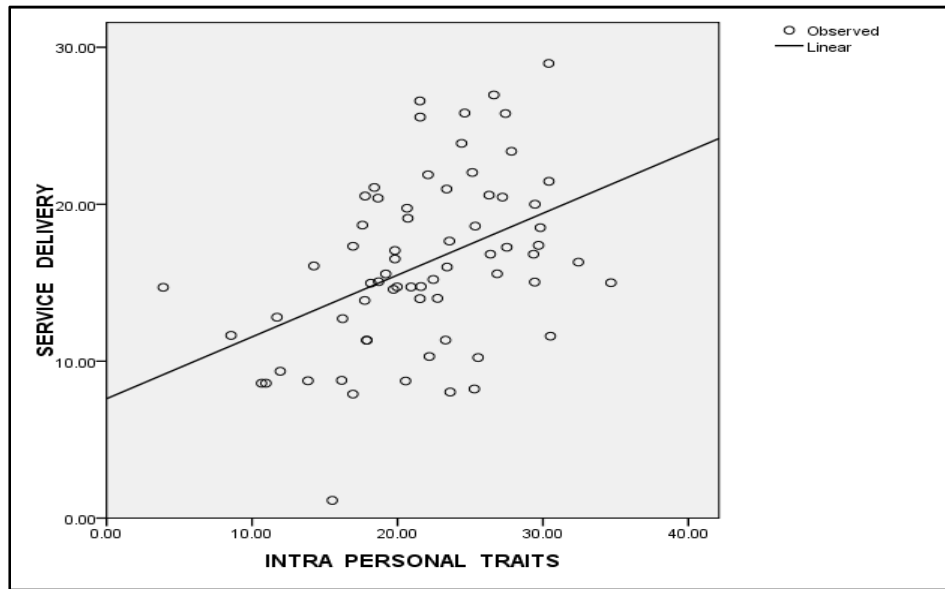


Figure 2: Regression line of intra personal traits versus service delivery

4.5.2. Correlation

Karl Pearson Correlation Coefficient is the most widely used method of measuring the degree of relationship between two variables (Kothari, 2004). This ranges from -1 to +1, where -1 indicates a perfect negative correlation, 0 no correlation and +1 a perfect positive correlation. This assists a researcher in determining the magnitude and direction of the relationship between two variables. The Pearson Correlation of intra personal traits versus service delivery was computed and yielded a result of 0.433 (p value=0.000). This indicates a moderate significant and positive relationship between the two variables. Table 4.17 clearly shows that there is a moderate positive linear relationship between the two variables. Dancy and Reidy (2004) state that there is a positive linear relationship between variables if the correlation coefficient ranges between 0.4 and +0.6.

		Service Delivery	Intra Personal Traits
Service Delivery	Pearson Correlation	1	.433**
	Sig. (2-tailed)		.000
	N	68	68
Intra Personal Traits	Pearson Correlation	.433**	1
	Sig. (2-tailed)	.000	
	N	68	68
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4: Pearson correlation of Intra personal traits versus Service delivery

4.6. Regression Analysis

The regression analysis shows a relationship  $R=0.433$  and  $R^2=0.187$ . This means that 18.7% of variation in intra personal traits can be explained by a unit change in service delivery. The remaining percentage 81.3% can be explained by the other three variables i.e Operational mindset, change consciousness and interpersonal traits. The table 5 below illustrates this

R	R Square
.433 <sup>a</sup>	.187

Table 5: Model summary for Intra personal traits versus service delivery

a. Predictors: (Constant), Intra personal traits

In order to establish the regression relationship between intrapersonal traits and service delivery, the coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The constant in table 4.18 indicate that is significantly different from 0 at 7.610. The coefficient  $\beta=0.394$  which is significantly different from 0 and p value is 0.000 which is less than 0.05. This means therefore that the null hypothesis is rejected and alternative hypothesis taken thus  $Y=7.610+0.394$  (intra personal traits) + e, is significantly fit. There is therefore a positive linear relationship between intra personal traits and service delivery.

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	7.610	2.276		3.343	.001
Intra Personal Traits	.394	.101	.433	3.900	.000
a. Dependent Variable: Service Delivery					

Table 6: Relationship between Intra personal traits and service delivery

F-test was then carried out to test the null hypothesis that there was a relationship between intrapersonal traits and service delivery. The ANOVA test in Table 4.20 shows that the significance of the F-Statistic is less than 0.05 meaning that null hypothesis is rejected thus indicating a relationship between intra personal traits and service delivery.

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

Table 7: ANOVA Results for Intrapersonal traits

## 5. Conclusions

Based on the findings of the study, it was concluded that intrapersonal traits are key in service delivery. These are traits that an individual should have to be an effective leader. There are numerous traits that have been suggested by scholars. This study however focused on personal mastery, personal vision and risk taking. These have been suggested as being key intra personal traits for a leader as a steward of an organization.

## 6. Recommendations

The study emphasizes the need for public service leaders to be custodians of public resources in a transparent manner as transformational stewards. They need intra personal traits for them to improve service delivery, which will ultimately ensure that the citizens are equitably, efficiently and accountably served.

County Government being relatively new, leaders should align their vision and efforts of the people they lead. To this end, they need to effectively communicate the expectations of the county governments to their staff.

County Governments need to increase awareness of their staff to the changing demands of the devolved governments. They should therefore increase their personal competencies to understand the organizational environment.

## 7. Further Area of Research

The study investigated intrapersonal traits affecting service delivery. Further research can be done to explore other traits that a transformational steward should have to improve service delivery. A research on role of intrapersonal traits in service delivery in private firms can be a good area for further research work.

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