

# THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

## Corporate Governance and Service Delivery in National Government Administration: A Case of Kirinyaga County, Kenya

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### **Abstract:**

Corporate governance is vital in ensuring ethical operations and stakeholder interests in companies, preventing fraud, misconduct, and conflicts of interest, leading to a more sustainable and profitable business. Concerns around corporate governance practices in government agencies can hinder their effectiveness and ultimately impact the quality of services delivered to citizens. This study aimed to examine the influence of corporate governance practices on service quality in the national government administration, case of Kirinyaga County. The specific objectives of this study were to examine the influence of organizational structure, stakeholder participation, ethical issues, and legal framework/policies on the service delivery of Kirinyaga County's national government administration. Concerning the theoretical aspect, the study was anchored by agency theory, resource dependency theory, stakeholder theory, and the SERVQUAL model. This study utilized a descriptive research design. The target population was from all the administrative units of Kirinyaga County, namely: Kerugoya Central, Kerugoya East, Kerugoya West, Mwea East and Mwea West, which formed the unit of analysis. The unit of observation was 143 officials from each of those units. The study adopted a stratified random sampling technique to select the study participants. Primary data was obtained by using a semi-structured questionnaire. To validate the questionnaire, content, construct and face validity were used. The study instrument's reliability was measured using the Test-Retest method, and Cronbach's Alpha was utilized as the reliability measure. A Cronbach's alpha equal to or greater than 0.7 was set as the threshold for reliability. As a result, the study instrument was found to be reliable. Data collected were coded and entered into the software Statistical Package for Social Sciences, which was used to generate descriptive and inferential statistics. Descriptive statistics were utilized to summarize the observed data, which included frequencies, percentages, mean, and standard deviation. Additionally, inferential statistics were carried out using correlation and multiple regression analysis. The results of the correlation analysis indicated that all variables had a positive linear correlation. Regarding the impact of corporate governance measures on performance, the regression analysis indicated that the organizational structure and ethical issues variables had a strong positive relationship with national government service delivery. However, the stakeholder participation and legal and policy framework variables had a negative effect on the quality of service delivery. Based on the findings of the study, it can be concluded that maintaining an appropriate organizational structure and applying the appropriate ethical standards are key factors in determining positive service delivery. National government administration units that employ these two initiatives are likely to provide better quality service. In light of this, National government administration units should prioritize maintaining an appropriate organizational structure and implementing ethical standards to improve the quality of service delivery. Additionally, further research should be conducted on the negative impact of stakeholders' participation and legal and policies framework on service delivery to better understand how to mitigate these effects. By considering these recommendations, national government administration units can improve their service delivery and better serve their constituents.

**Keywords:** Corporate governance, service delivery, stakeholder interests, national government administration, Kirinyaga County

## 1. Introduction

### 1.1. Background to the Study

Corporate governance is increasingly being recognized as a critical factor in enhancing service delivery in both public and private sectors globally. The role of corporate governance in ensuring that society's political, social, and economic goals are based on widespread agreement cannot be overemphasized. The opinions of the poorest and most disadvantaged individuals are heard when allocating resources for development (World Bank, 2003). In the public sector, corporate governance is essential in improving decision-making, resource efficiency, and resource stewardship transparency (Mutahaba, 2012). Corporate governance in the public sector enhances service delivery and elevates levels of transparency by providing a standard upon which corporate governance is measured (IFA, 2013).

However, there is widespread frustration with the level of service provided by government agencies. Citizens are continuously disappointed by the standard of customer service they receive due to procedures/policies, staff, service processes, and the context of the operation of government institutions. Poor service delivery in government organizations causes consumer frustration with public services. For instance, Ara and Rahman (2006) assert that poor customer service in the government industry in Bangladesh is caused by management that is not coherent and transparent on the part of public servants.

Regionally, other studies in the field of government administration have also identified the impact of weak governance in the public sector. For example, Timothy and Maitreesh (2005) used findings from their study to emphasize that the bureaucracy that characterizes public service delivery is rampant across the African continent due to greed, selfishness, and favoritism. The fragility of governance policies that African public institutions use to regulate public institutions has resulted in the poor quality of service rendered by these organizations. In Tanzania, Issa (2010) and Magayane (2013) note that public services have a number of challenges, including public money wastage, low revenue collections, insufficient accountability, demotivated public servants, and performance flaws in service delivery.

In Kenya, corporate governance is critical in ensuring effective and efficient service delivery to the public sector that satisfies efficiency and effectiveness expectations. The governance system should support and sustain service delivery, and more input is required to improve each citizen's socio-economic well-being. According to Cadbury (1992), corporate governance involves a system that subjects organizations to control and regulation. It stipulates how officers and corporate boards handle their affairs regarding the corporation. Accountability and responsibility are clearly defined by corporate governance practices, and corporations' governance systems define the organization's policies and practices. An ineffective and inefficient corporate governance practice in the government at all levels has been cited as a major reason for poor service delivery in the public sector. Gaps in accountability, conflict of interest and incompetence of the managers and policymakers, lack of public participation, and corruption have been blamed for blocking the attainment of Kenya's vision of corporate governance.

To improve governance and increase the efficacy and efficiency of public service delivery, Kenyans enacted a new constitution on 27<sup>th</sup> August, 2010. This constitution establishes various institutions of government and allocates those functions and responsibilities. These institutions are supposed to be guided by the principles and values of corporate governance described in Article 10. The adoption of Kenya's constitution (2010) caused citizens, especially those from historically impoverished and oppressed groups, to realize that their plight in terms of basic services would be given top priority. The constitution aims to promote a democratic and accountable exercise of power and self-governance to the people and enhance the participation of the people in the exercise of the powers of the state in making decisions affecting them. The decentralization of state organs, their functions and services from the capital of Kenya is also promoted (Government of Kenya [GOK]). Full implementation of this supreme law will entrench corporate governance practices that are critical in ensuring quality service delivery and the attainment of Vision 2030.

In conclusion, it is evident that corporate governance practices are critical in ensuring quality service delivery in the public sector. They help to improve decision-making, resource efficiency, resource stewardship transparency, and service delivery, which are vital for attaining Vision 2030. However, poor corporate governance practices in the government at all levels have contributed to poor service delivery, creating significant challenges relating to responsibility and accountability. The full implementation of Kenya's constitution is expected to entrench corporate governance practices, which will help to promote the democratic and accountable exercise of power, give powers of self-governance to the people, enhance their participation in decision-making processes, and facilitate the decentralization of state organs, their functions, and services from the capital of Kenya.

### 1.1.1. Service Delivery

Hadiyati (2012) defines service delivery as the provision of goods or services by a government or organization to those who need or demand them, with consideration for various social factors such as equitable resource allocation, social equity, and improved living conditions, and promoting economic development to ensure service provision sustainability. Despite the complexities of defining and measuring service quality, the concept has received significant attention in the literature (Nielsen, 2002). To enhance traditional bank personnel services, most commercial banks have adopted technology for delivering services (Ontunya, 2006) such as online banking, telephone services, and automated teller machines (ATMs) due to banking industry changes such as deregulation, personal wealth increase, and rapid global networking (Lewis & Mitchell, 2004).

Organizations need to consider what adds value to their products and how staff should deliver the definitive customer experience when developing a system for service delivery. According to Ontunya (2006), there are four elements to consider: service culture, service quality, employee engagement, and customer satisfaction. Service culture involves leadership qualities, work habits, organizational norms, values, and mission, which provide value to customers due to the services offered through such processes. The long-term success of organizations rendering services depends on a superior service delivery system anchored on a superior culture. Employee engagement comprises attitudes towards work, leadership attributes, and human resource processes. The effectiveness of superior service delivery systems lies in the level of employee engagement. Thus, employee engagement contributes to service delivery design and operationalization of excellent services.

Quality of services is embedded in strategies, processes, and management structures. Designing processes and strategies forms the basic elements of the general service model of management. The SERVQUAL model is an effective way of measuring the quality of services, with five components including reliability, assurance, tangibles, empathy, and responsiveness. The model enables businesses to quantitatively measure and manage the quality of services offered to

customers (Global, 2013). Assisting clients in realizing their missions and following up on their organizational purposes should be the foundation of any service provider.

Customer satisfaction is a key performance indicator in businesses and is often part of a balanced scorecard. Day (2013) highlights that customer expectations of cost, product nature, and efforts in obtaining benefits and social values influence customer satisfaction. Perceived product performance is also an essential construct due to its ability to compare with expectations.

### 1.1.2. Corporate Governance

Hargovan and Harris (2018) define Corporate Governance (CG) as a set of practices to align the interests of stakeholders, employees, and investors towards capital maximization. Kenani and Bett (2018) describe it as a set of procedures that guide the orderly direction and management of an organization, promoting transparency and accountability. Good CG practices ensure proper management of businesses and fair returns on investment for investors, as noted by Karuma (2017).

CG is founded on several pillars and principles, including fairness, transparency, responsibility, and accountability. These pillars are critical in analyzing their impact on performance. Fairness ensures the protection of shareholders' rights, transparency facilitates timely and accurate information dissemination, and responsibility ensures capable leaders who represent their organizations effectively (Waweru & Prot, 2018). CG's importance has been highlighted by emerging developments in various organizations, where institutions operate on a governance chain that represents groups influencing firms as owners or management.

CG is operationalized based on factors such as CEO duality, board diversity, board size, and disclosure of organizational information to stakeholders, directors' supervisory roles, and board independence (De Haan & Vlahu, 2016; Eisenberg & Ozili, 2017). Organizations strive to ensure that their boards are well-structured and diversified to perform delegated duties effectively. However, the extent and boundaries of CG structures vary depending on the corporation or business. Through CG, proper interactions are established between resource providers in the company and those who ensure continuous organizational performance.

The primary goal of CG is to promote accountability among corporate managers and enhance proper management of corporate and financial performance through organizational control (Barako & Brown, 2016). However, ineffective CG can lead to mismanagement of funds, corruption, waste, loss of employees' and customers' trust, nepotism, and even insolvency of the organization. Recent corporate scandals have increased demands for more accountability and responsiveness to management and owners (Johnson, Schools, & Whittington, 2014).

This study measures CG in terms of organizational structure, stakeholder participation, ethical issues, and legal framework, as outlined by Shleifer and Vishny (2017). These factors ensure that the national government provides adequate service delivery. Organizational structure plays a crucial role in service quality in national government administration. This includes reporting positions, communication systems, procedures and rules. Effective stakeholder participation is also vital in ensuring project success. Both internal and external stakeholders should be involved in decision-making processes. Ethical issues, such as moral and behavioral considerations toward citizens, must also be addressed (Maina, 2013). The aim of public participation is typically to provide knowledge to the general public who may be interested in a project and to get their feedback. The Kenyan Constitution of 2010 grants citizens the freedom to participate in events that directly affect their lives (Mbaabu, 2012).

Adherence to ethical standards is paramount in service quality in national government administration. Lastly, the legal framework and policies, including government rules and regulations, fidelity to the constitution, and adherence to court rulings, are crucial in determining how a system functions. This legal structure has far-reaching consequences for various areas, such as employee benefits, worker and consumer rights, and workplace safety, and may have implications for strategic change management. The legal framework has far-reaching consequences on efficiency when it comes to employee benefits, worker and consumer rights, and a number of other areas, such as workplace safety (Wairimu, 2007). Therefore, it is essential to address these variables proactively rather than reactively to avoid potential issues and ensure adequate service quality in national government administration.

### 1.1.3. National Government Administration in Kirinyaga County

Kirinyaga County is located in the Central region of Kenya, and its capital is Kerugoya/Kutus. The county is located in the central part of Kenya and covers an area of approximately 1,478.1 square kilometers. It is bordered in the north by Nyeri County, in the west by Murang'a County, and in the east and south by Embu County. Kirinyaga County has five administrative sub-counties: Kirinyaga Central, Mwea East, Kirinyaga East, Mwea West, and Kirinyaga West (Kenya Law Reports, 2013). The county has a diverse landscape, with mountainous terrain in the north and east, while the southern part is mostly flat and characterized by farming activities. The county is mainly composed of agricultural land and is known for its coffee production. It also has a significant potential for tourism, with attractions such as the Mt. Kenya National Park, Mwea National Reserve, and Kiburi Hills.

In terms of national administration structure, the Kirinyaga County Government is led by the Governor, who is the head of the County Executive Committee. The County Executive Committee is responsible for implementing policies and programs in the county. The County Assembly, on the other hand, is responsible for making laws and overseeing the work of the County Executive (Akech, 2020). The county is further divided into 20 wards, each represented by a Member of County Assembly (MCA). The administrative structure also includes sub-county administrators, chiefs, and assistant chiefs, who are responsible for service delivery at the grassroots level (Makhanu, 2019).

Despite efforts to improve service delivery in Kirinyaga County, the county still faces several challenges. One of the main challenges is inadequate infrastructure, particularly in rural areas (Kauzya, 2021). This includes poor road networks, inadequate water supply, and limited access to electricity. The county also faces challenges in healthcare delivery, with inadequate facilities and personnel in many parts of the county. Additionally, corruption and mismanagement have been cited as major impediments to effective service delivery (Mbai, 2019). These challenges have resulted in a high level of dissatisfaction among residents, who often have to travel long distances to access basic services.

To address these challenges, the Kirinyaga County Government has implemented various corporate governance practices aimed at improving service delivery. One of these practices is stakeholder participation, where the county government involves its citizens in decision-making processes that affect them. This practice ensures that the needs and concerns of the citizens are taken into account when making decisions. The county government has also implemented ethical practices aimed at ensuring that public officers behave ethically when delivering services to citizens. These practices are influenced by the Public Finance Management Act (PFMA) of 2012 provides guidelines for the management and reporting of public finances by national and county governments (Mbai, 2019). The Act requires county governments to establish and maintain effective systems of internal control, risk management, and governance. However, there is still a need for the county government to address the challenges facing it to ensure that it provides quality services to its citizens.

### *1.2. Statement of the Problem*

The National Government Administration in Kenya has been widely criticized for its inefficiencies and ineffective service delivery, which have contributed to the country's low economic growth, lack of job opportunities, and overall slow progress in national development (Marcos, 2005). The aim of good corporate governance is to promote productive, profitable, and enduring enterprises that contribute to the well-being of society. However, at the grassroots level, the provincial administration has not been able to achieve these objectives due to various challenges, including ineffective coordination, lack of transparency and accountability, and limited citizen participation.

In recent years, there has been a growing concern about the quality of service delivery in the public sector, particularly in state-owned institutions. Many Africans, especially in Kenya, have expressed dissatisfaction with the level of customer service provided by government agencies, citing issues with programs, procedures, and the overall environment of government institutions (Mulili, 2013). Moreover, there have been numerous issues with public service delivery, including duplication of public money (inefficiencies and waste in government spending where multiple departments or agencies are spending money on the same thing without proper coordination), low tax revenues, underpaid and unmotivated employees, insufficient transparency, and overall poor performance (Sisulu, 2012).

Despite the widespread concern about service delivery, there is limited research on the specific impact of corporate governance practices on service delivery in public sector organizations, particularly in the context of the National Government Administration of Kenya (Private Sector Initiative for Corporate Governance Trust, 2004). While previous research has shown that good corporate governance can enhance customer satisfaction in all aspects of a company's operations, including service delivery, the specific mechanisms through which corporate governance influences service delivery in public sector organizations are not well understood.

In addition, there is a need to understand how key components of quality service delivery, such as assurance, tangibility, reliability, and responsiveness, are influenced by corporate governance practices in the National Government Administration of Kenya (Issa, 2010). Assurance refers to the level of confidence customers have in the service provider's ability to deliver quality service (Marcos, 2005). Tangibility refers to the physical aspects of the service, such as the facilities, equipment, and personnel involved in delivering the service. Reliability refers to the consistency and dependability of the service, while responsiveness refers to the ability of the service provider to provide timely and effective service to customers.

There are also challenges associated with the devolved government structure in Kenya, which is relatively new and requires significant restructuring of service delivery mechanisms. The capacity and commitment of County and Sub-County governments are at stake, and their ability to effectively deliver services to citizens is limited (Magayane, 2013). Therefore, there is a need to examine the role of corporate governance practices in addressing these challenges and enhancing service delivery in the devolved government structure.

This study aimed to fill the gap in the literature by examining the relationship between corporate governance practices and service delivery in the National Government Administration of Kenya within the context of Kirinyaga County. Specifically, the study investigated how assurance, tangibility, reliability, and responsiveness are influenced by corporate governance practices in public sector organizations. The study also examined the challenges faced by County and Sub-County governments in restructuring service delivery mechanisms and explored the role of corporate governance practices in addressing these challenges.

The need for this study is evident in the long-term public complaints about poor service delivery by the National Government Administration of Kenya, which dates back to the colonial era. The study contributes to the existing knowledge by providing insights into the specific ways in which corporate governance practices can enhance service delivery in the public sector. The findings of this study can inform policy and practice in the National Government Administration of Kenya and other similar contexts. Overall, the study sought to investigate the effect of corporate governance practices on service delivery by the national government administration of Kirinyaga County, Kenya.

### 1.3. Objectives of the Study

#### 1.3.1. General Objective

To investigate the effect of corporate governance practices on service delivery by the national government administration in Kirinyaga County, Kenya.

#### 1.3.2. Specific Objectives

- To find out the effectiveness of organizational structure on service delivery in the national government administration of Kirinyaga County, Kenya.
- To evaluate the effect of stakeholder participation on service delivery in national government administration in Kirinyaga County, Kenya.
- To examine the influence of ethical issues on service delivery in national government administration in Kirinyaga County, Kenya.
- To assess the influence of legal framework/ policies in national government administration on service delivery in Kirinyaga County, Kenya.

### 1.4. Research Questions

The above objectives were met by answering the following four aforementioned questions:

- What is the effect of organizational structure on the quality of services delivered by the national government administration of Kirinyaga County, Kenya?
- What is the effect of stakeholder participation on service delivery in national government administration in Kirinyaga County, Kenya?
- To what extent does ethical issue influences service delivery in national government administration in Kirinyaga County, Kenya?
- What is the effect of legal framework/policies in national government administration on service delivery in Kirinyaga County, Kenya?

### 1.5. Significance of the Study

The study's findings have significant implications for different groups, including top management of Kirinyaga County Government, the government and policymakers, and future researchers. For the top management of Kirinyaga County Government, the study provides crucial insights into the importance of implementing good corporate governance practices. The study revealed that good corporate governance leads to quality management of human and physical resources, which improves service delivery and enhances citizens' standards of living. Therefore, top management must prioritize developing and implementing policies that promote ethical practices and clear organizational structures to achieve effective service delivery in the county.

For the government and policymakers, the study's findings will inform the formulation and reformulation of national government policies on corporate governance and service delivery in Kenya's counties. Policymakers can use the study's results to improve the existing legal structures, guidelines, and policies that determine the operations of regional governance. The study's insights will be relevant for policymakers and practitioners seeking to improve corporate governance practices and service delivery in the public sector.

Furthermore, the study has significantly contributed to the field of corporate governance and its influence on decentralized governments. The study generated information and knowledge that was previously scanty, forming useful materials for future researchers to refer to as a source of knowledge. Moreover, the study identified a research gap that requires attention from future researchers to investigate why stakeholder participation and legal frameworks do not have a positive impact on service delivery in Kenya's counties. This research gap requires attention to identify the factors that hinder effective stakeholder engagement and the implementation of legal frameworks to improve service delivery. Such research would contribute to the development of evidence-based policies and strategies to address the challenges facing corporate governance practices in the public sector.

### 1.6. Scope of the Study

The study targeted the national government administration units in Kirinyaga County, examining the effect of organizational structure, stakeholder participation, ethical issues, and legal framework/policies on service delivery. The theoretical scope of the study was anchored by agency theory, resource dependency theory, stakeholder theory, and the SERVQUAL model. To achieve the research objectives, the study employed a descriptive research design, collecting primary data from the sampled officials using structured questionnaires administered through drop-and-pick methods. The collected data were analyzed using statistical software, and the results were presented using tables and charts. The study's methodological scope involved a target population in which the entire workforce of national government administration personnel was divided into varied job groups. This comprised 143 officials, of which a sample was preferred using stratified random sampling. The study was conducted from February to April 2022, and its findings provided crucial insights for policymakers, the county's top management, and future researchers, contributing to the existing body of literature on corporate governance practices and their impact on service delivery in decentralized governments.

### 1.7. Limitations of the Study

Resource constraints such as inadequate financial resources negatively affected the study, preventing the researcher from interviewing key players in the national government administration and other officials. Some respondents were unable to comprehend some of the difficulties they encountered. The hierarchy in the national government administration's socio-cultural stereotypes had an effect on their behaviors, which was reflected in the respondents. This had a negative impact on the study's results.

The researcher ran into various roadblocks that made it difficult to obtain the information required to be analyzed to achieve the study's aim. Primarily, the study was limited by the impossibility of including all national government administration authorities. This was a study focusing on the national government administration of Kirinyaga County. To provide a more detailed review, the report should have involved more counties and organizations from all sectors. To tackle this, the researchers compared the results obtained from different counties and organizations to identify similarities and differences, thus enhancing the generalizability of the study. Additionally, The researcher ensured that the study design and methodology were rigorous and transparent and that the findings were clearly presented so that other researchers could assess and replicate the study in different contexts.

Respondents who were interviewed demonstrated some degree of reluctance when it came to the call to provide information due to fear of what they said being used against them or to portray their institutions in a negative light. The researcher dealt with the problem by bringing a correspondence from the university introducing them and reassuring them that the data they provided would be treated with confidentiality by avoiding disclosing it to other parties and reasons apart from educational purposes.

### 1.8. Organization of the Study

The study is organized into five sections, referred to as chapters. Chapter one is the study's first chapter, which introduces the study by providing background information about the phenomena being investigated, the problem of the study, objectives, limitations, delimitations, and assumptions of the study. The second chapter is the literature review (chapter two). The work of the scholars is presented in Chapter 2, which is divided into sub-topics such as the theoretical framework, which was guided by five theories, and the conceptual framework, which will serve as a reference for the research. The third chapter (chapter three) presents the justified methodological choices of the study. Chapter four presents the analysis and discussion of the study findings. Chapter five is the final section of this study, which presents summaries, conclusions and makes recommendations for research and practice.

## 2. Literature Review

### 2.1. Introduction

The literature review section presents a critique of the related past studies that focused on corporate governance and service delivery. The chapter critiques the theories that underpinned the study and their relevance to the study and presents a critical analysis of actual past primary studies based on the four constructs of corporate governance as they relate to service delivery.

### 2.2. Theoretical Review

The major theories critiqued in the chapter include:

- The agency theory,
- The resource dependency theory,
- The stakeholder theory, and
- The SERVQUAL model

#### 2.2.1. Agency Theory

It was proposed by Barley and Myers (1932) and then refined by Meckling (1976) and served as the study's anchor theory. Organizations experience separation, according to the theoretical framework, during which agency difficulties may occur, adversely impacting performance. The theory makes the premise that agents may deviate from achieving the firm's aims. Hiebl (2018), on the other hand, argued from an individualistic perspective that agents prefer to align more towards long-term initiatives rather than incentives. The idea is relevant in that it describes a positivist method in which actors are governed by rules defined by the principals with the goal of maximizing stakeholder value. As a result, the theory employs a more personal viewpoint. However, the hypothesis is ineffective in reducing or eliminating corporate wrongdoing.

According to agency theory, there is a principle agent connection in firms, primarily between owners and managers (Jensen & Meckling, 1976). Agency conflicts arise when the interests of agents do not line with those of the principals (Eisenhardt, 1989). Furthermore, the theory holds that all organizational stakeholders have competing interests and that each stakeholder strives to maximize their own gains. Thus, managers are considered opportunistic individuals that use businesses to further their own interests at the cost of the proprietors. As a result, corporate governance is considered a means for resolving these disputes.

As a result, the agency theory assumes that principals and agents behave rationally and utilize contracts to maximize their wealth (Jensen & Meckling, 1976). Internal control is relevant to this research because it is one of many strategies employed in business to manage the agency issue by minimizing agency costs, which impacts the overall performance of the partnership and the advantages of the principal (Ray & Kurt, 2017). Internal control improves the

transmission of extra information to the principal (shareholder) about the agent's (management's) actions, reducing information asymmetry and lowering investor risk.

The idea is significant because it describes how ownership, management, and performance are connected. According to agency theory, the employee model incorporates many characteristics of individualistic methods and is logically constrained by punishment and reward (Jensen, 2011). Since it was the research's anchor theory, it provided support for all of the study variables.

### 2.2.2. Resource Dependency Theory

The Resource Dependency Theory was first proposed by Pfeffer and Salancik in 1978 to explain how organizations interact with and rely on external resources, shaping their behavior and strategies. It has been influential in the field of organizational studies, providing a framework for understanding relationships between organizations and their external environments. The need for environmental relations linking the business and the core claim of resource dependency theory is the existence of resources from external sources. Directors, in this view, help to bind the firm to external forces by appropriating the capital necessary to survive (Pfeffer & Salancik, 1978). According to Abdullah and Valentine (2009), resource dependency theory emphasizes the board of directors' role in allowing the organization's desired resources to be accessed through their external connections. As a result, the skill of a company's board of directors is vital to absorb critical elements of environmental uncertainty.

The foundations of this theory can be found in Penrose's (1959) and Chandler's (1959) works (1962). They suggested that organizational capital was one of the most significant sources of competitive advantage and organizational achievement. Since that time, there has been a void from the inside of the company, with most theoretical and empirical research focused on the disappointment of outside scholars with the lack of evidence supporting the connection linking industrial structure and firm performance (Tokuda, 2005) resulted in a rethinking of the organization's internal workings. Priem & Butler (2001) argued that despite the fact that some argue that it does not appear to be the case to satisfy the empirical content criteria for a theoretical structure, since the middle of the 1980s, the RDT remains one of the most significant theories of that explain the processes and operations of strategic management.

Resource Dependency theory stipulates that organizations are conceivably visualized as bundles of resources. Wernefelt (1984) stated that resources are allocated in a haphazard manner within organizations as well as the fact that resource inequalities persist over time. On the other hand, Eisenhardt & Martin (2000) observed that businesses have unique resources, valuable and non-substitutable, which can be introduced using novel value-creating techniques that are difficult to replicate by other businesses. Daily et al. (2003) argued that organizational functioning, survival and performance are enhanced by the provision of resources. The resources that directors offer include: skills, information and access to key constituents (Hillman et al., 2000).

The growing influence of resource dependency theory has aggregated heated debate about the company's strategy in the real world. Researchers write that an organization's growth is enhanced by the resources it controls. Resource dependency theory continues to lack definition; it lacks explanatory power and is conceptually vague (Priem and Butler (2001). According to these researchers, the theory is tautological because it disregards the method by which resources contribute to company outcomes. What the proponents of RDT would continue to do is obtain empirical support and description of the almost latent variable. The anchoring postulation of this study is the key proposition of this theory that an organization's resources affect its service delivery and efficiency. This theory explicitly explains the relationship between organizational structure and service delivery of national government administration.

### 2.2.3. Stakeholder Theory

The Stakeholder Theory was first proposed by R. Edward Freeman in 1984 as a way to shift the focus of business from solely maximizing shareholder value to also considering the interests of a wider range of stakeholders. Freeman argues that businesses should consider the needs and interests of all stakeholders, including employees, customers, suppliers, communities, and the environment, and not just shareholders, as they make decisions and set goals. The Stakeholder Theory has been influential in promoting a more holistic approach to business management and decision-making, emphasizing the importance of social responsibility and sustainability. Based on the definition by Wheeler et al. (2002), stakeholders include a group of people or individuals with the capacity to influence or be affected by the aims of the organization. Stakeholder theory is an effort to address a community of stakeholders who are worthy of management's attention. Both groups engage in a company to receive benefits, according to Sundaram and Inkpen (2004) and Donaldson and Preston (1995). Nonetheless, the company is a ruse in which stakeholders exist, and the organization aims to make money for them (Clarkson, 1995). In terms of processes and outcomes, the essence of these relationships for both the business and its stakeholders is the subject of stakeholder theory. According to Freeman (1984), the web of interconnections with several divisions will eventually affect decision-making processes.

Donaldson and Preston (1995) argued that the stakeholder theory emphasizes the concept of executive decision-making. Moreover, it states that all stakeholders' interests have inherent value without a collection of interests believed to control the others. Stakeholders in corporate governance have the ability to build a favorable external climate that promotes the achievement of corporate social responsibility. More importantly, corporate governance stakeholders would allow the company to be conscious of customers, the community, and social organizations and generate a healthy atmosphere for long-term growth.

This theory can be compared to the theory of agency. Stakeholder theory considers an organization's tacit and formal constituents, referred to as stakeholders. These stakeholders have valid aspirations, statements, needs, and/or power and influence over the business (Jones & Politt, 2002). They are influenced by and have an impact on the

organization's activities. Employees, creditors, clients, vendors, the government, and the society in which a company exists are examples of stakeholders. This is an extensive strategy for corporate governance that illuminates management strategies and meets the interests of a wide variety of stakeholders. Although managers' activities may be beneficial to the interests of shareholders, the needs of other players must also be considered, according to this theory. Furthermore, according to this theory, the interdependent networks of stakeholders influence the decision-making process and the firm's efficacy and outcomes (Freeman, 1984). As a result, the theory requires the inclusion of all the stakeholders in the management decision-making processes. This theory explicitly explains the relationship between stakeholder participation and service delivery of national government administration.

#### 2.2.4. SERVQUAL Model

The SERVQUAL Model was first proposed by Valarie Zeithaml, A. Parasuraman, and Leonard Berry in 1985 as a way to measure and evaluate the quality of service provided by businesses; it is also referred to as the GAP Model (1985). It describes five 'holes' that can lead to ineffective administration delivery and highlights the primary prerequisites for delivering an abnormal state of administration efficiency. The model includes five areas that clients generally regard as important while using a service and emphasizes distinguishing between client experience and desire. A company will boost areas that are slacking by calculating the output appraisals for these five ranges. Higgs et al. (2005) argued that the theory employs a multidimensional approach to address specific profit inadequacies, allowing a company to comprehend why they are occurring and how to address them.

The gap model posits that the gaps in expectation and output across the quality dimensions determine the level of service quality. Figure 1 below presents a visual representation of the gaps.

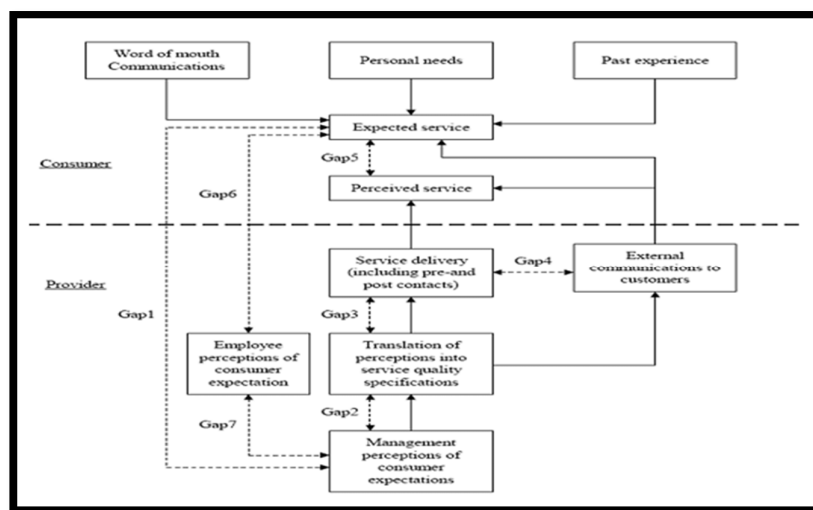


Figure 1: Gap Model of Service Quality  
Source: Parasuraman (1985)

The contradictions are caused by the differences between what customers want, the management's thoughts of what customers require, and a lack of understanding of what customers expect (Gap 1). Unjustified profit quality norms distinguish between the administration's impression of purchasers' preferences and administration quality determinations (Gap 2). The disparity between benefit quality information and administration conveyed; the management execution gap (Gap 3). The distinction between profit conveyance and customer interactions about administration conveyance and whether or not it ensures coordinated conveyance (Gap 4). The hole depends on the size and the course of the four holes relevant to delivering high-quality administration on the advertiser's website to differentiate between the shopper's desires and saw value (Gap 5) (Nycek, 2002). Any gap in the customer experience can be filled by the administration's constant attention (Mahapatra & Khan, 2006). Corporate governance standards, according to this report, may be used to improve service efficiency. The aforementioned consideration makes the service quality model an instrumental aspect of this research project that aims to determine the influence of corporate governance practices on the quality of service delivered by the national government administration of Kirinyaga County.

#### 2.3. Empirical Review

The empirical review section of the literature review discusses the empirical research on the factors that influence the effective implementation of regulatory practices.

##### 2.3.1. Organizational Structure and Service Delivery

Past research that focused on the organizational structure and nexus to quality of service delivered identified the distribution of responsibility and power within organizations. For example, a study conducted by Nahm, Vonderembse and Koufteros (2020) revealed that organizations adopt certain processes in the distribution of power and responsibility, hence, influencing their work procedures. Organizational structures result in elements such as levels of hierarchy,



centralization of authority, and horizontal integration, which collectively affect the flow of operations and services in organizations. Picou and Rubach (2017) reinforced the importance of corporate governance. This was further strengthened by Gillies and Morra (2018), who argued that the power of corporate governance practice lies with each person in an organization. Past studies from various fields have shown that the criticality of corporate governance activities is rapidly rising and organizations determined to achieve notable success are focusing on effective governance procedures (Taylor, 2020; Lewis & Mioch, 2018; Nanda, 2019). The idea of corporate governance can be characterized in broad terms as a model of governance that generates desirable socio-economic outcomes for the people (Graham, Bruce and Plumptre, 2019). Agere (2020) argued that corporate governance denotes a state of affairs that stand to benefit society; such a state of affairs is based on several elements: citizen participation, accountability, and initiatives meant to deter corruption. Among the core components of corporate governance include effective management of public resources and public service delivery.

Csaszar (2018) acknowledged that organizational structure affects a wide variety of organizations; it extends to changes in the structure of organizations and a direct impact on efficiency (Ciliberto, 2019). The company's extent of centralization or flattening would affect the nature and quality of services delivered by an organization (Teixeira, Koufteros, Peng, and Schroeder, 2020). The organizational structure aids the management in accomplishing the operational and strategic objectives and maintaining focus on the company's strategy (Robbin & DeCenzo, 2018). Khandwalla (2019) classified organizational structures into two categories, which included mechanistic and organic. Organic structures' formation processes exhibit non-participative processes that are hierarchical and subjected to tight regulation. Organic structures are rigid, hence, cannot be instantly adjusted. On the other hand, mechanistic structures highly feature formalization, non-participation, hierarchy, and tight control. Similar to organic structures, mechanistic structures are also inflexible. This demonstrated that organizational frameworks have an impact on employee job efficiency, which in turn has an impact on the organization's overall service delivery mandate.

Organizations that require specialization, hierarchy, and centralized results tend to adopt order-control structures (Zheng, 2019). Knowledge-sharing cultures and intensive communication are the major characterizations of organizations that implement order control structures. In contrast, organizations working under low specialization contexts exhibit organizations as per the work teams; they share knowledge and execute high-level innovations, although their store and memory are limited. Most organizations opt for structures that have a mix of both flat and flexible because they have associated with high levels of learning and accountability as well as sharing of authority. Findings from the study by Mcjaard, Brand and Mosselman (2018) that used a sample of 1,411 small businesses confirmed that organizations' outcomes/results are significantly affected by decentralization or centralization of organizational structures. According to the findings, the structure of an organization has a huge influence on organizational performance.

### 2.3.2. Stakeholder Participation and Service Delivery

The Kenyan government is gradually adopting participatory processes at the sub-national level in order to strengthen governance and service delivery. Kenya has enshrined the participation of the general public in its devolved government system, which is based on the Kenyan Constitution of 2010; there is also a requirement to learn from previous mistakes. This was mandated by the Local Authorities Service Delivery Action Plan (LASDAP).

In order to enhance government efficiency, citizen engagement in governance and public service delivery is becoming more widely used. This is especially true at the local level, where programs must be segregated based on community preferences. Brinkerhoff et al. (2020) noted that as a result, decentralization reforms have recently centered based on people's relationship with the government. In this sense, decentralization is regarded as a practical tool for realizing corporate governance values achieved when an institutional framework is established at the subnational level to improve people's capabilities of self-organization and participation in politics and economic activities that concern their well-being (Cheema, 2017). This necessitates local government units with political clout and the capacity to create and influence decisions. Scanty studies conducted in developing countries have investigated the direct effect of engagement on the outcomes of decentralized service delivery (Azfar et al., 2018; Oyugi & Kibua, 2019). Thus, government institutions need to consider people's participation in decision-making processes to improve outcomes or results from government functions.

If Kenya wants to continue with economic growth, alleviate poverty, and jobs creation exactly as planned in the Economic Recovery Strategy Plan (ERS), meet the Millennium Development Goals (MDGs), and achieve the objectives set out in Kenya Vision 2030, an efficient and effective public service is essential (Nyaga & Theuri, 2019). Recognizing that the quality of services offered by the public sector has fallen short of public expectations over time, the Kenyan government, over the last decade, has introduced a slew of changes targeted at increasing productivity, improving service delivery, and fostering openness and accountability in the public sector.

### 2.3.3. Ethical Issues and Service Delivery

Ethics is a field of knowledge that deals with the moral values that govern people's actions and conduct in society. Ethics describes and provides concepts that support in terms of good and correct judgment duty, justice, and societal advantages. According to Botes et al. (2017), public leaders are chosen to help the general public, not to advance their personal or private interests. Cloete (2019) stated that a public official is anyone who works for a government agency, for example, a state department. An administrator, on the other hand, is a public official or a higher-ranking employee in a government agency.

According to Fox and Meyer (2017), a government official is a government worker with administrative responsibilities. According to these claims, a public service manager is a government-appointed official who is responsible

for carrying out administrative duties and making decisions in order to accomplish goals in the most effective and productive manner possible. Therefore, the effectiveness of the public sector's services to society is inextricably related to management efficiency. According to Aristotle, humans are not born with virtue, and ethics must be taught and practiced. Furthermore, people become just by doing just actions, and virtues are achieved by first practicing them (Singer, 2017). Kant, like Aristotle, believed that ethics did not originate from human emotions. The use of justification can be used to identify ethics (Singer, 2017).

Various conflicting ethical values could hinder the successful implementation of public service delivery in developing countries like Kenya. According to Elumilade and Asaolu (2019), in Nigeria, personal feuds between ruling elites, instead of impersonal organizations, shape development programs to the end result. When it comes to elucidating the professionalism principle, Fox and Meyer (2017) argued that public institutions are governed by a specific profession that describes itself as a separate class within an organization with the responsibility of directing employment requirements, administrative policy, and work conditions. According to Lawton and Rose (2018), practitioners can master management skills such as resource management to enhance the productivity of the organization of their programs. Furthermore, the authors argue that it is necessary to have a combination of technical and managerial skills, and experts should not make assumptions that their professional identities prevent them from acting in the public sector as a corporation or from displaying the requisite management skills. Professionalism refers to both the absence of malpractice and the nature of the work performed by government employees.

Managers in the public sector are required to encourage reliable, cost-effective, and efficient resource management to enhance the department's efficiency. They can also use diplomacy, courtesy, good manners, protocol, and communication skills (Van der Walldt, 2018). Sekoto and Van Straaten (2019) noted that public service organizations are characterized by the requirement that they Professionalise themselves. These ideals must be articulated in public service managers' ethical conduct, such as job quality (Vyas-Doorgapersad & Ababio, 2017). Everyone in the community has the authority to provide reasonable public services that are in accordance with these guidelines. Ethics, in contrast to morality that comes naturally, is a logical and deliberate effort to come up with rules that control good and evil, right and wrong. Furthermore, it has the advantage of being subject to examination, reflection, and change, as opposed to instinctive morality. This is important since codes of conduct must be updated on a regular basis (Mafunisa, 2020). After all, ethical and moral principles reach beyond legal prohibitions.

#### 2.3.4. Legal Frameworks/Policies and Service Delivery

Laws, according to Pollack and Hartzel (2019), are implemented to resolve the standards and values that govern what is right and wrong conduct. Shachaf (2018) asserted that laws are instrumental in promoting a more ethical and legal workplace by establishing a clear guiding principle, in particular, while making choices. A 'Policy' is a pre-established action plan that is developed to serve as a road map to agreed business strategies and objectives. Both the public and private sectors rely heavily on policy implementation and service delivery. National governments are ultimately responsible for managing public services, which requires establishing a fair and effective system of regulation and enforcement.

Mackinnon (2019) asserted that, in practice, devolution gives the government the freedom to create strategies that are more suited to their region's economic and social needs, fostering policy divergence with the aid of implementing local solutions to local problems. Devolution provides an inter-territorial comparison of logic and rivalry; Mackinnon (2019) argued that the inter-territorial comparison of logic and rivalry might lead to policy learning and transition as various administrations track trends in other jurisdictions and implement effective or common policies.

In developed countries, improving service quality due to increased transparency has been a major implicit impetus for the movement toward decentralization (Hasnain, 2018). The standard theoretical rationale for transferring duties to lower-tier government is that putting local policymakers closer to residents facilitates the flow of information and makes it easier for citizens to track and keep government representatives accountable. In response to increased public vigilance, elected municipal policymakers concentrate on enhancing service quality to win re-election (Hasnain, 2018). The criticality of service delivery in the relationship between the government and the people has been consistently recognized in the literature (Abe & Monisola, 2019). People's service delivery is used to evaluate government efficiency (Eigema, 2020).

#### *2.4. Summary of Literature Review and Research Gaps*

The foregoing critique shows that there exists a link between corporate governance practices and service delivery, according to previous research. In terms of scope, methodology, goals, factors, findings, and research gaps, studies in this area will be compared and contrasted. Table 1 below shows a summary of the literature sources that the study reviewed and knowledge gaps found considering the disparities in context, conceptual focus, and methodological choices.

Author	Focus of Study	Findings	Gaps	The Focus of the Current Study
Gillies and Morra (2018)	A study to analyze the influence of fiscal decentralization on the Ugandan Local governments' revenue performance	Corporate Governance practices lead to improved Service Delivery	The study was based in Uganda, which is a different setting than this study	This study is focused on Kenya, in Kirinyaga County
Botes et al. (2017)	Public Administration and Management: A Guide to Central, Regional and Municipal Administration and Management	Public officials are selected to serve the general public, not to further their personal or private interests	The variable in this study was on ethical issues	This study looks at other variables as well, such as organizational structure
Nahm, Vonderembse and Koufteros (2020)	Devolution with Accountability: Learning from Good Practices	The effect of decentralization is on service delivery mixed	This study looked at the organizational structure as a variable alone.	This study looks at other variables, such as stakeholder participation
Csaszar (2018)	Organizational Structure as a Determinant of Performance: Evidence from Mutual Funds	The structure of an organization has a profound impact on its performance and service delivery	The study did not look at other variables, such as stakeholder participation	This study looks at the influence of organizational structure, stakeholder participation, ethical issues and legal considerations on service delivery
Nanda (2019)	Reserves Accumulation in African Countries: Sources, Motivations, and Effects	Decentralization negatively influences Service Delivery.	The study shows a contextual gap because it was conducted in over 21 African countries without including Kenya.	This study is focused on Kenya
Cheema, (2017)	The engagement of citizens with policymaking and the design of public services.	There should be developed policies and designed services that respond to individuals' needs.	The study looked at only the legal framework/policy considerations variable.	This study looks at other variables, such as organizational structure and stakeholder participation.
Csaszar (2018)	Organizational Structure: Influencing Factors and Impact on a Firm	Organizational structure affects a wide variety of organizations	The study focuses on one variable	This study looks at other variables, such as ethical issues and stakeholder participation
Zheng (2019)	Research on the relationship between organizational learning and organizational structure	Different organizational structures fit different organizations based on needs	The study focuses on one variable.	This study looks at other variables, such as ethical issues and stakeholder participation
Oyugi and Kinya (2019)	Planning and Budgeting at the Grassroots Level: The Case of Local Authority Service Delivery Action Plans	There is a direct positive effect of engagement on the outcomes of decentralized service delivery	The study focuses on stakeholder participation	This study looks at other variables, such as ethical issues and organizational structure
Vyas-Doorgapersad and Ababio (2017)	Ethical dilemmas and democratic values: how to reposition institutions for corporate governance and increased service delivery.	Ethical standards are essential in service delivery, especially in public institutions	The study focuses on ethical standards	This study looks at other variables, such as ethical issues and organizational structure

Table 1: Research Gaps  
Source: Researcher, 2020

### 2.5. Conceptual Framework

A conceptual framework is a visual representation of the expected relationships among variables Mugenda and Mugenda (2003). In this case, the framework depicts the links between dependent variables (service delivery) and independent variables (organizational structure, stakeholder participation, ethical issues, and legal framework/policies).

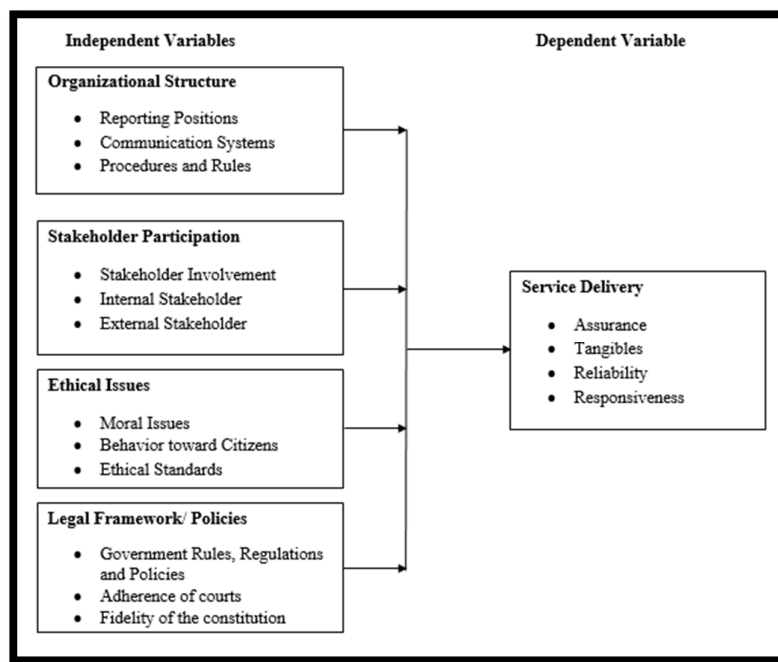


Figure 2: Conceptual Framework  
Source: Researcher (2020)

### 3. Research Methodology

#### 3.1. Introduction

The methodology chapter provides justification for methods, techniques, and approaches that will be adopted in data collection, analysis, and interpretation adopted in the current study. The chapter identifies and justifies the research design, population and sample, and data collection methods used to conduct the study goals.

#### 3.2. Research Design

The research design is a crucial tool for organizing a research project, and it encompasses the research approach, strategy, and procedures. In this study, the research design employed was descriptive, which aimed to establish the relationship between corporate governance and service delivery in the National government administration in Kirinyaga County, Kenya.

Descriptive research, as defined by Saunders et al. (2007), is a research method that aims to provide an accurate description of people, events, or situations. To identify a specific situation/problem, the study utilized a quantitative analysis design instead of a sweeping statistical survey. This design technique enabled us to narrow down a large field of research into a researchable topic.

Shuttleworth (2008) argued in support of the descriptive design by emphasizing that it offers more realism compared to relying on a purely statistical survey. The descriptive design allowed us to describe and analyze the data in detail, thus providing a more comprehensive understanding of the research problem. Therefore, the descriptive research design was the most appropriate methodology for this study.

#### 3.3. Target Population

The population refers to a group of objects, places, things, items, or people from whom measurements are obtained (Kombo & Tromp, 2006). For this study, the study locale is the national government administration offices in Kirinyaga County in Kenya. The target population comprised 143 officials from the county government offices in all administrative units of Kirinyaga County. Administrative units are geographic areas that are established for administrative purposes by a government or other organization. Each administrative unit had a specific number of officials, with Kerugoya Central containing 39 officials, Kerugoya East containing 35 officials, Kerugoya West containing 26 officials, Mwea East containing 27 officials, and Mwea West containing 16 officials. The officials were distributed among the following positions:

- Assistant county commissioners,
- Chiefs,
- Assistant chiefs and
- Clerical officers

The list of the 143 officials was sourced from the Directorate of Human Resource in the State Department of Interior and Citizen Services (2019) and the Kenya County Guide website (<http://kenyacountyguide.com>) as of December 31, 2017. By selecting officials from each administrative unit, the study ensured a representative sample of the target

population, providing a comprehensive understanding of the research problem within Kirinyaga County. The distribution of this target population is presented in table 2.

Administration Unit	Frequency	Percentage
Kerugoya Central	39	27
Kerugoya East	35	25
Kerugoya West	26	18
Mwea East	27	19
Mwea West	16	11
Total	143	100

Table 2: Target Population Distribution  
Source: Department of Interior (2019)

### 3.4. Sample Size

Sampling was a critical aspect of the research study conducted, and a representative sample was selected to generalize the findings to the entire population. Although the target population was less than 200, a sample was necessary as it was not feasible to include all members of the population in the study. According to Cooper and Schindler (2003), a sample of at least thirty elements must exist for statistical generalization to be made. However, a greater sample size reduces the errors that may affect the quality of the results. Kothari (2000) contended that a well-selected sample of around 10% of a population has the potential to provide a high level of dependability. In the present study, a sample size of 57 participants was determined through stratified random sampling from the population of 143 officials in Kirinyaga County.

Stratified random sampling was used because the population of interest lacked homogeneity and could be classified into strata to arrive at a representative sample. The use of the stratified random sampling approach was recommended as the study population was manageable and small, thus facilitating equal representation of the study elements (Creswell & Creswell, 2017). The sample selection was made by taking 40% from each stratum to ensure an even distribution of participants across the administrative units of Kerugoya Central, Kerugoya East, Kerugoya West, Mwea East, and Mwea West. The sampling approach also minimized any variability and biases in the responses obtained (Cooper & Schindler, 2014). Therefore, the sample size of 57 participants in this study was large enough to provide reliable results. The process of sample selection is summarized in table 3 below:

Administration Unit	Frequency	Sampling Ratio	Sample Size
Kerugoya central	39	0.4	16
Kerugoya East	35	0.4	14
Kerugoya West	26	0.4	10
Mwea East	27	0.4	11
Mwea West	16	0.4	6
Total	143		57

Table 3: Sample Distribution  
Source: Department of Interior (2019)

### 3.5. Data Collection Instruments

Data for this study were collected using a questionnaire that contained closed-ended and open-ended questions. According to Kothari (2004), a questionnaire is a document that contains several questions printed or typed on a form in a special order or collection of forms. Mugenda and Mugenda (2003) applauded the use of questionnaires owing to their ease of analysis, administration, and resource-friendly. The questions were administered to national administrative officials in selected divisions at the county level. The questionnaire was developed by the researcher in consultation with university supervisors. Closed-ended questions were limited to direct responses, while open-ended questions sought respondent opinions on the variables being investigated. A Likert scale ranging from 1-5 was used to rate psychometric constructs, with corresponding values of strongly agree, agree, neutral, disagree, and strongly disagree. Open-ended questions were included at the end of each segment of rating scale questions to gather in-depth data.

### 3.6. Validity and Reliability of Research Instrument

Validity and reliability testing were used in the study to ensure that the results were relevant and consistent.

#### 3.6.1. Validity of Data Collection Instrument

The research instrument in this study underwent an evaluation to ensure its validity. The evaluation focused on content, construct, and face validity. Content validity was achieved by reviewing the questionnaire's vocabulary, structure, and relevancy. To maintain the accuracy of the data collection tools, coherence and accuracy were maintained, and daily cleaning of data was conducted. Furthermore, experts in corporate governance were consulted to improve the research instrument and ensure that it captures the essential information under investigation. Construct validity was established by conducting a literature review and aligning the data collection instruments with existing research (Heale & Twycross, 2015).

To achieve face validity, the questionnaire was designed to capture respondents' attitudes and opinions. Multiple-choice questions with adequate options were used to ensure that the questionnaire was easily understood by the respondents. This was essential in ensuring the validity of the questionnaire based on the respondent's attitudes and opinions.

### 3.6.2. Reliability of Data Collection Tools

Reliability was defined as the consistency of the research instrument in producing the same results under the same conditions with the same subjects each time it was used. Amin (2005) defined instrument reliability as the instrument's ability to accurately measure what it is intended to measure. To check for reliability, the test-retest method was used, with questionnaires being administered to a group of people before the final sample was taken. This was six respondents from the target population whose findings were not included in the final study. Cronbach Alpha was computed using SPSS to measure reliability. The criterion used is the Cronbach alpha of 0.7 and above (Cooper & Schindler, 2008). As shown in table 4 below, all four independent variables had a Cronbach's alpha which exceeded this threshold and this assured the reliability of the data.

Variable	Cronbach's Alpha	Comment
Organizational Structure	0.825	Reliable
Stakeholder Participation	0.756	Reliable
Ethical Issues	0.872	Reliable
Legal Framework	0.868	Reliable
Aggregate Score	0.830	Reliable

Table 4: Reliability Analysis  
Source: Research Findings (2022)

### 3.7. Data Collection Procedures

To collect data, permission was obtained from Kenyatta University postgraduate and the National Commission for Science, Technology, and Innovation (NACOSTI). The Kirinyaga County Commissioner's office was also consulted for permission to collect data from county national government administration officials. Questionnaires were handed over to the participants with an introduction letter from the researcher and the university. The researcher used a method of dropping and picking up later to maximize the response rate during data collection.

Data collection is a systematic process used to generate knowledge related to a study through various techniques, including experiments, surveys, observations, analyzing case histories, focus group conversations, and narratives. For this study, data were collected using the questionnaire method, which was chosen due to its ease of analysis, administration, and resource-friendly nature.

### 3.8. Data Analysis and Presentation

Data analysis was carried out to interpret the datasets and generate findings that were used to make conclusions and recommendations. The data were prepared for assessment and presentation by checking the completed questionnaires for consistency. Data coding and entry were then done into the Statistical Package for Social Sciences (SPSS). The SPSS commands were used to generate descriptive and inferential statistics. Descriptive statistics such as the mean, standard deviation, and frequencies were used to describe the behavior of study variables. Inferential statistics were also generated from the study, including Pearson's correlation coefficient and regression analysis. A threshold of 0.05 was used for statistical significance in all tests conducted. The regression analysis was used to determine the association between corporate governance practices as an independent variable and service delivery as a dependent variable. The results of the regression analysis provided data to create a regression model, which was used to draw conclusions and recommendations based on the study's objectives, as shown below:

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y= Service Delivery

$B_0, \beta_1, \beta_2$  and  $\beta_3$ = constants

$X_1$  = organizational structure

$X_2$ = stakeholder participation

$X_3$ = ethical issues

$X_4$  = legal framework/ policies

$\epsilon$  = error term

The regression model can be used to predict change in any of the variables as a result of a change in one or more of the variables.

### 3.9. Ethical Considerations

The author took different steps to ensure that the study complies with the ethical considerations of research. Before administering the questionnaires, the researcher may obtain approval from the leadership of each administration unit. Participants were required to orally agree to take part in the study, and the researcher ensured that their confidentiality was maintained. The questionnaire was structured to gather information directly relevant to the research questions, and the respondents were not asked any private or personal questions. The questionnaires did not include any derogatory, racist or other objectionable terminology which may be disrespectful to any of the study group's participants.

Finally, articles and textbooks belonging to other authors included in some aspects of this analysis were thoroughly identified and properly cited using the APA Referencing System to avoid plagiarism.

#### 4. Research Findings and Discussion

##### 4.1. Introduction

Chapter four is used to present the research results as inferred from the primary datasets that were analyzed and interpreted. The chapter contains the respondents' demographic characteristics and both descriptive analysis and inferential analysis. The study used descriptive analysis tools (frequencies, mean and standard deviation) and inferential analysis tools (regression coefficients).

##### 4.2. Response Rate

The study findings were based on questionnaires that were distributed and filled. Table 5 below shows the sample that responded to the study against the targeted sample.

Questionnaire	Frequency	Percent
Number of people that responded	49	86
Number of people that failed to respond	8	14
Total	57	100

Table 5: Response Rate  
Source: Field Data (2022)

The study prepared and sent 57 questionnaires to officials from all the administrative units of Kirinyaga County. However, the researcher received only 49 questionnaires fully filled, resulting in a response rate of 86%. Based on the recommendation by Mugenda and Mugenda (2013), a response rate above 50% is good; hence, researchers can proceed to data analysis. Additionally, a response rate of 60% is adequate, while 70% and above is an excellent one. For this study, the response rate of 86% was excellent for the researcher to proceed with data analysis and interpretation of the findings.

##### 4.3. Demographic Characteristics

The demographic characteristics section presents the participants' general information. This was determined by the questionnaires that were received back. Among the aspects covered in these sections include: Respondents' age, gender, academic qualifications, position held and years of experience.

##### 4.3.1. Respondents' Gender

It was necessary for the study to determine the respondents' gender. Table 6 below shows the results regarding gender.

		Frequency	Percent	Valid Percent
Valid	Male	36	73.5	73.5
	Female	13	26.5	26.5
	Total	49	100.0	100.0

Table 6: Respondents' Gender  
Source: Field Data (2022)

Table 6 above indicates that 73.5% of the respondents were male, exceeding the proportion of females by 47%. The results show that there is now gender parity and that national government administration units are male-dominated hence the need to encourage gender balance and promoted by the 2010 Kenya constitution.

##### 4.3.2. Respondents' Age

Determining respondents' age would provide a hint regarding the age of employees working with the national government administration in Kirinyaga County. This is a key aspect as this unit makes most of the important decisions relating to public welfare. The results were as indicated in table 7 below.

		Frequency	Percent	Valid Percent
Valid	26-35 years	12	24.5	24.5
	36-45 years	22	44.9	44.9
	46-55 years	11	22.4	22.4
	Over 56 years	4	8.2	8.2
	Total	49	100.0	100.0

Table 7: Respondents' Age  
Source: Field Data (2022)

Table 7 above shows that the greatest proportion of the respondents (44.9%) was aged between 36-45 years. This was followed by 24.5% aged between 26 and 35 years, 22.4% aged between 46 and 55 years, and only 8.2% aged 56 years

and above. The results indicate that the majority of them were old enough to make informed decisions but not that old. Hence, they were able to understand and comprehend the current issues in society.

#### 4.3.3. Respondents' Academic Qualifications

The study determined the participants' academic qualifications and presented the analyzed results as shown in table 8 below.

		Frequency	Percent	Valid Percent
Valid	Secondary Level	16	32.7	32.7
	Diploma Level	18	36.7	36.7
	Undergraduate Degree	6	12.2	12.2
	Postgraduate Degree	9	18.4	18.4
	Total	49	100.0	100.0

Table 8: Respondents' Academic Qualifications  
Source: Field Data (2022)

The statistics shown in table 8 revealed that the greatest proportion of the participants (36.7%) had a diploma, while 32.7% had secondary school-level qualifications. 18.4% had postgraduate degrees, while only 12.2% had undergraduate degrees. It is evident from the study that most of the respondents had an adequate amount of education to make informed decisions.

#### 4.3.4. Administrative Unit

The study found it necessary to identify the administration unit of each national government administration personnel that participated in the study. Table 9 indicates the responses for each participant and the cumulative numbers.

		Frequency	Percent	Valid Percent
Valid	Kerugoya Central	8	16.3	16.3
	Kerugoya East	13	26.5	26.5
	Kerugoya West	6	12.2	12.2
	Mwea East	12	24.5	24.5
	Mwea West	10	20.4	20.4
	Total	49	100.0	100.0

Table 9: Administrative Unit  
Source: Field Data (2022)

According to the table, Kerugoya East had the highest number of respondents at 13 (26.5%), followed by Mwea East with 12 respondents (24.5%). Kerugoya Central had 8 respondents (16.3%), Mwea West had 10 respondents (20.4%), and Kerugoya West had the lowest number of respondents at 6 (12.2%).

#### 4.3.5. Position

The study found it necessary to identify the position of each national government administration personnel that participated in the study. Table 10 indicates the responses for each participant and the cumulative numbers.

		Frequency	Percent	Valid Percent
Valid	Assistant County Commissioner	11	22.4	22.4
	Chief	13	26.5	26.5
	Assistant Chief	23	46.9	46.9
	Clerical Officer	2	4.1	4.1
	Total	49	100.0	100.0

Table 10: Position  
Source: Field Data (2022)

Most of the respondents (46.9%) worked as assistant chiefs, as per the results shown in table 10 above. 26.5% were chiefs, 22.4% were assistant county commissioners, while only 4.1% were clerical officers.

#### 4.3.6. Working Experience

Determining work experience was important to estimate the level of knowledge and experience with the national government administration. Table 11 below indicates the findings from the study.



		Frequency	Percent	Valid Percent
Valid	Below 5 years	27	55.1	55.1
	6-10 years	8	16.3	16.3
	11-20 years	12	24.5	24.5
	Above 30 years	2	4.1	4.1
	Total	49	100.0	100.0

Table 11: Working Experience  
Source: Field Data (2022)

The findings indicated that the greatest proportion of the participants (55.1%) had an experience of less than five years working with the national government administration. The second majority (24.5%) had a work experience of between 11 and 20 years, but only 16.3% had worked for 6-10 years, while 4.1% had a working experience exceeding 30 years.

#### 4.4. Descriptive Analysis

Data were subjected to descriptive analysis for each research variable. This was based on the data collected from each of these variables. The study used the frequencies, percentages, mean and standard deviation to achieve meaningful results from the statistical dataset. The following sections present descriptive results for each variable.

##### 4.4.1. Organizational Structure

The researcher conducted a descriptive analysis of the variable organizational structure. The results are indicated in table 12 below.

Statement	Mean	Std. Deviation
The current organizational design is the right solution for your Department	4.2857	.50000
I understand the mandate of my Department	4.4490	.54242
The administration unit avoids Bureaucratic practices as they have a negative influence on performance	3.5918	1.25695
My administration unit has a clearly articulated strategy and model	4.0612	.55558
The administration unit has leaders with leadership qualities	4.3469	.48093
The personnel is qualified and holds relevant skills	4.3265	.55482
The administration unit employs technology to achieve effectiveness and efficiency in service delivery	4.1837	.52732
Organizational structure affects service delivery in my administration unit	3.0816	1.27208
Aggregate Score	.0408	0.7112

Table 12: Organizational Structure  
Source: Field Data (2022)

The study findings indicated that the majority of the respondents agreed that the organizational design was the right solution for their department (M=4.2857; SD=0.5000). The respondents seemed to have agreed that they understood the mandate of their department (mean=4.4490; SD=0.5424) and that the administration unit avoided bureaucratic practices as they had a negative influence on performance (mean=3.5918; SD=1.2570). The respondents also agreed that the administration unit had a clearly articulated strategy and model (Mean=4.0612; SD=0.5556) and that the unit had leaders with leadership qualities (Mean=4.3469; SD=0.4810). The respondents also agreed that the personnel were qualified and held relevant skills (M=4.3265; SD=0.5550) and that the administration unit employed technology to achieve effectiveness and efficiency in service delivery (Mean=4.1837; SD=0.5273). To this end, the respondents also agreed that organization structure affected service delivery in their administration unit (Mean=3.0816); SD=1.2721). The aggregate mean score was 4.0408, which indicates 'Agree' on a Five-Point Likert Scale and additionally, the aggregate standard deviation was 0.7112.

For the open-ended question on organizational structure, a total of 79% of respondents answered 'yes' to the question of whether they think organizational structure affects the service delivery of their organization. The major reason for this response was that having a clear organizational structure facilitates efficient communication and decision-making. Respondents also mentioned that a clear structure helps to ensure accountability and transparency in the organization, which can lead to improved service delivery.

##### 4.4.2. Stakeholders' Participation

The questionnaire required the participants to indicate their level of agreement with the statements that captured stakeholders' participation and quality of service delivery. Table 13 below indicates the results of the analysis.

Statement	Mean	Std. Deviation
The citizens usually attend meetings that the national government administration organizes to hold work-related discussions such as development and service delivery.	4.3061	.46566
The public exhibits regular volunteering to present ideas for service delivery improvement to the national government administration.	4.1429	.57735
Frequently proposals are submitted by the public to suggest areas of development projects that the national government administration should prioritize.	3.7347	.93040
Many general complaints were made by the citizens using written or verbal channels during the past year regarding government service to the national government administration.	2.9388	1.14397
Most complaints that stakeholders make verbally or in writing relate to service delivery	3.1837	1.13051
Most of the public opinions and ideas are incorporated into governance strategies	4.0816	.53373
The citizens have the tendency to follow up the implementation processes for projects to ensure resources and plans are efficiently and effectively managed.	3.4898	1.08248
Stakeholder participation affects service delivery in your organization	3.4286	1.29099
Aggregate Score	.6633	0.8944

Table 13: Stakeholders' Participation  
Source: Field Data (2022)

The study results indicate that the majority of respondents agreed with the statement that citizens usually are actively attending the national government administration's meetings for purposes of holding discussions about service delivery and development (Mean=4.3061; SD=0.4657). The public's regular volunteering of ideas to the national government administration was evident in the study as the majority of the respondents agreed with the statement (Mean=4.1429; SD=0.5774). Moreover, citizens' frequent submission of proposals for development projects to be prioritized to their national government administration became evident in the study (Mean=3.7347; Standard deviation=0.9304). The indication from the participants' responses is that there were many general complaints, some in written form and others verbally reported by the citizens to the national government administration regarding government service (Mean=2.9388; SD=1.1440). Most of those complaints were related to service delivery (Mean=3.1837, SD=1.1305).

It was evident from the study that the respondents also agreed that most of the public opinions and ideas were incorporated into governance strategies (Mean=4.0816; SD=0.5337) and that citizens were committed to following up the implementation of the project closely as a way of ensuring they are being executed in accordance with the plans and that resources are put to their rightful use (Mean=3.4898; SD=1.0825). To this end, the respondents agreed that stakeholder participation affected service delivery in their organization (Mean=3.4286; SD=1.2910). An aggregate mean score of 3.6633 was translated to 'Agree' on the Five-Point Likert Scale and an aggregate mean standard of 0.8944.

For the open-ended question, a total of 74% of respondents answered 'yes' to the question of whether they think stakeholder participation affects service delivery in their organization. The major reason cited for this response was that involving stakeholders in decision-making can lead to better identification of needs and priorities, which can ultimately improve service delivery. Respondents also mentioned that stakeholder participation can help to build trust and relationships between the organization and its stakeholders, which can positively impact service delivery.

#### 4.4.3. Ethical Issues

The study required respondents were requested to indicate the extent to which they agreed or disagreed with the Likert scale items. A descriptive analysis was conducted and the findings are detailed in table 14 below.

Statement	Mean	Std. Deviation
Employees are aware of the integrity act of the constitution	4.2449	.56016
Leaders in my administration unit are honest and ethical	4.2653	.44607
New employees sign a code of conduct	4.3673	.56620
Integrity is rewarded in my administration unit	3.1837	1.16679
Staff in my administration unit are provided with confidentiality	4.2653	.53133
Ethical issues affect service delivery in my administration	3.4898	1.29297
Aggregate Score	.9694	0.7606

Table 14: Ethical Issues  
Source: Field Data (2022)

As per the results shown in table 14, it is evident that the majority of the respondents agreed that employees were aware of the integrity act of the constitution (Mean=4.2449; SD=0.5602) and that leaders in their administration unit are honest and act ethically (Mean=4.2653; SD=0.4461). The respondents seemed to have unanimously agreed that new employees signed a code of conduct (Mean=4.3673; SD=0.5662). Moreover, the study established that integrity was rewarded in their administration unit (Mean=3.1837; SD=1.1668). The respondents also indicated that staff in their administration unit were provided with confidentiality (Mean=4.2653; SD=0.5313). To this end, the study established that ethical issues affected service delivery in administration units (Mean=3.4898; SD=0.7606). The aggregate mean score was 3.9694, which translates to 'Agree' on a Five-Point Likert scale. Consequently, the aggregate standard deviation was 0.7606.

For the open-ended question, out of the total respondents, 72% answered 'Yes' while the remaining 28% answered 'No.' Among those who answered 'Yes,' a major similarity in their reasons was the impact of unethical behavior on the organization's reputation and customer trust. Some mentioned that if the organization does not adhere to ethical standards, it can lead to negative publicity and tarnish the organization's image. Others pointed out that unethical behavior could lead to loss of customers, which can ultimately result in reduced revenue and hinder the organization's growth. Additionally, some respondents emphasized that adherence to ethical standards can improve the morale and motivation of employees, leading to increased productivity and quality service delivery. Overall, the majority of respondents believed that ethical issues have a significant effect on the service delivery of their organization.

#### 4.4.4. Legal Framework

The respondents were requested to indicate their level of agreement with the statements regarding the legal framework and policies and quality service delivery. Table 15 below provides the details of the analyzed results.

Statements	Mean	Std. Deviation
The administration unit submits to arbitration in place of regular legal procedures in cases regarding corporate governance malpractice	3.8571	.81650
Employees in my administration unit do not experience aggression or discrimination	3.8571	.86603
The organizational charter grants voting rights beyond what is required	3.1429	1.09924
Employees are more loyal to the public legal instruments of the country than personal interests.	4.1837	.60116
Legal framework and policies affect service delivery in my administration unit	3.2857	1.38444
Aggregate Score	3.6653	0.9535

Table 15: Legal Framework

Source: Field Data (2022)

Table 15 above shows that most of the participants agreed that the administration units submitted to arbitration in place of regular legal procedures in cases regarding corporate governance malpractice (Mean=3.8571; SD=0.8165). There was also a consensus that employees did not experience aggression or discrimination in their administration unit (Mean=3.8571; SD=0.8660). The study established that the organizational charter grants voting rights beyond what is required (Mean=3.1429; SD=1.0992) and employees are more loyal to the public legal instruments of the country than personal interests (Mean=4.1837; SD=0.6012). To this end, the respondents agreed that Legal framework and policies affect service delivery in your administration unit (Mean=3.6653; SD=1.3844). The aggregate mean score was 3.6653, which translates to 'Agree' on a Five-Point Likert scale that was used in this study. Also, the aggregate standard deviation was 0.9535.

A total of 77% of respondents answered 'yes' to the question of whether they think legal frameworks/policies have an effect on the service delivery of their organization. The major reason for this response was that having a clear legal framework and policies can facilitate consistency and fairness in decision-making, which can ultimately improve service delivery. Respondents also mentioned that adherence to the legal framework and policies can help to build trust and credibility with stakeholders, which can positively impact service delivery.

#### 4.4.5. Service Delivery

The respondents were requested to indicate their level of agreement with the statements regarding quality service delivery. The findings were as indicated in table 16 below.

Statement	Mean	Std. Deviation
Services are delivered promptly	4.3673	.48708
There exists an active feedback channel, e.g. setting up a complaint box, social media platform, etc.	4.2449	.43448
Operations are computerized and standardized for effectiveness and efficiency, for example, the use of e-service, e.g., e-government.	3.9796	.77701
Service response and resolution to citizens' complaint is developed	4.1837	.48620
The administration unit conducts regular customer satisfaction surveys and analyzes survey results to improve service delivery across the county	3.7959	.67637
The executives have a well-developed system to collect feedback from citizens	4.0816	.60679
Aggregate Score	4.1833	.57780

Table 16: Service Delivery

Source: Field Data (2022)

According to the findings, as shown in table 16 above, the majority of respondents agreed that services are delivered promptly (Mean=4.3673; SD=0.4871). The study also established that active feedback channels do exist (Mean=4.2449; SD=0.4345) and that operations are computerized and standardized for effectiveness and efficiency (Mean=3.9796; SD=0.7770). The respondents agreed that service response and resolution to citizens' complaints were developed (Mean=4.183; SD=0.4862). The respondents also agreed that the administration unit conducted regular customer satisfaction surveys and analyzed the results to improve service delivery across the county (Mean=3.7959;

SD=0.6764). They also agreed that the executive has a well-developed system to collect feedback from citizens (Mean=4.0816; SD=0.5778). The aggregate mean score was 4.1883, which corresponds to 'Agree' on the Likert Scale items used in the current study. Consequently, the aggregate standard deviation was 0.5778, which meant that there was a low variability in the responses that the participants provided.

#### 4.5. Inferential Analysis

##### 4.5.1. Correlation Analysis

In research, a correlation is a numerical value that indicates the strength of the relationship between two variables. This study will use correlation to evaluate the possibility of a two-way linear connection between two continuous variables. The correlation coefficient is a statistical measure used to determine the magnitude of the hypothetical linear relationship between the variables being studied. The results of the correlation analysis are presented in the table provided.

		Service Delivery	Organizational Structure	Stakeholder Participation	Ethical Issues	Legal Frameworks/Policies
Organizational Structure	Pearson Correlation	0.374**	1			
	Sig. (2-tailed)	0.0024				
Stakeholder Participation	Pearson Correlation	0.447	0.145	1		
	Sig. (2-tailed)	0.231	0.173			
Ethical Issues	Pearson Correlation	0.392**	0.163	0.070	1	
	Sig. (2-tailed)	0.000	0.126	0.510	0.892	
Legal Framework/Policies	Pearson Correlation	0.654**	0.135	0.095	0.102	1
	Sig. (2-tailed)	0.000	0.1283	0.122	0.108	
	N	49	49	49	49	49
* . Correlation is significant at the 0.05 level (2-tailed).						
** . Correlation is significant at the 0.01 level (2-tailed).						

Table 17: Correlation Analysis

Source: Field Data (2022)

Table 17 shows that all the correlation coefficients were positive, indicating a positive linear correlation between the pairs of variables. Specifically, the correlation coefficient between legal framework/policies and service delivery was found to be 0.654, indicating a strong positive linear relationship. Meanwhile, the correlation coefficient between organizational structure and service delivery was 0.374, confirming a moderately positive linear relationship. Additionally, the correlation coefficient between stakeholder participation and ethical issues with service delivery were 0.447 and 0.392, respectively, showing a moderate positive linear relationship. These findings suggest that legal framework/policies, organizational structure, stakeholder participation, and ethical issues are important factors to consider in improving service delivery.

In light of the statistical results, it can be inferred that an improvement in any of the four components of corporate governance examined in this study would lead to an increase in the quality of service delivery by government administrative units. This positive correlation between corporate governance and service delivery was also observed in other studies. For instance, Wepukhulu (2016) conducted a study on the relationship between corporate governance and service delivery of Kenyan commercial banks and found similar results. Additionally, Grace et al. (2018) conducted a study on the service delivery of Kenyan financial institutions and their corporate governance and found that there was a positive correlation between these variables.

#### 4.5.2. Regression Analysis

The model summary was computed to determine the coefficient of determination (adjusted R<sup>2</sup>) and correlation coefficient (R).

Model	R	R Square	Adjusted R Square	The Estimated Std. Error
1	.658 <sup>a</sup>	.433	.381	.30460

a. Predictors: (Constant), Organizational Structure, Stakeholder Participation, Ethical Issues, Legal Framework/Policy and Service Delivery

Table 18: Model Summary

Source: Field Data (2022)

According to the regression analysis, the adjusted multiple determination coefficient is 0.381, which means that 38.1% of the variation in service delivery of the national government administration in Kirinyaga County can be explained by the corporate governance factors examined in the study. The researchers also conducted a variance analysis to determine the significance of the model, and the results are presented in table 19. An ANOVA test is a statistical method that helps researchers determine if their results are significant. Its purpose is to help researchers decide whether to reject the null hypothesis or accept the alternate hypothesis.

Model	Sum of Squares	Df	Mean Square	F	Sig	
1	Regression	3.115	4	.779	8.393	.000 <sup>b</sup>
	Residual	4.082	45	.093		
	Total	7.197	49			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Organizational Structure, Stakeholders' Participation, Ethical Issues, Legal Framework/Policy,

Table 19: ANOVA

Source: Field Data (2022)

The model above contains the explanatory variables representing corporate governance in the national government administration was found to be valid ( $F(1, 49) = 8.393, P < 0.05$ ) as shown in table 19. This is an indication of the model's good fit since it indicates the significant effect of organizational structure, stakeholder participation, ethical issues and legal framework/policies as service delivery predictors. Individual variables' regression coefficients are indicated in table 19.

Table 20 gives the coefficients of each variable and the extent to which it influences the dependent variable, which in this case is service delivery. The Table also includes the significance level of each variable in the study.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.672	.458		3.649	.001
	Organizational Structure	.315	.138	.357	2.281	.027
	Stakeholders' Participation	-.095	.118	-.114	-.802	.427
	Ethical Issues	.308	.142	.352	2.167	.036
	Legal Framework/policy	-.079	.098	.119	.804	.426

a. Dependent Variable: Service Delivery

Table 20: Model Coefficients

Source: Field Data (2022)

The beta values for determining the statistical mode below were provided by the findings displayed in table 20.  
 $Y = 1.672 + 0.315 \text{ Organizational Structure} - 0.095 \text{ Stakeholder Participation} + 0.308 \text{ Ethical Issues} - 0.79 \text{ Legal Framework/Policies}$

The study aimed to find out how national government administration in Kirinyaga County was affected by organizational structure. The study established that organizational structure is positively and significantly related to the service delivery of the national government administration units ( $\beta = 0.315, P = 0.027$ ). Hence, a 0.315-factor increment in national government administration service delivery results from a unit increment in organizational structure. This is because they will be able to have seamless reporting positions, effective communication systems and adequate procedures and rules. Similar findings were obtained by Ombaba (2018), who investigated CG practices among SACCOs guided by the credit risk theory. According to the agency theory, a well-functioning organizational structure is a key functionality of an organization leading to improved service delivery. However, this tends to oppose Vasile (2013), who revealed that internal corporate governance through organizational structure negatively affected Romanian banks' performance.

Similarly, the study sought to establish how Kirinyaga County's national government administration's service delivery is related to stakeholder participation. It was found out that stakeholder participation had a significant negative relationship with the service delivery of Kirinyaga County's administrative units ( $\beta = 0.095, P = 0.437$ ). Hence, a 0.095-factor decline in Kirinyaga's national administration service delivery is due to a unit increase in stakeholder participation. The negative effect could be largely due to delays in decision-making while involving the public since different

stakeholders have different interests. Additionally, increased costs are a concern as involving new stakeholders may require additional resources. Also, limited expertise among the engaged stakeholders may be a concern, as not all stakeholders may have the necessary expertise to provide input on technical issues. This is supported by Duc and Thuy (2013), who analyzed CG practices among Vietnamese firms and discovered that stakeholder participation had a negative impact on how the firms performed. On the other hand, Otieno et al. (2015) studied the effect brought about by corporate governance and established a positive correlation between the research variables. While Waithaka (2014) similarly discovered that stakeholder participation played a great role in how banks performed, including expertise and experience. This compares with Stakeholder Theory, which argues that stakeholders are thus theorized to promote the success of the organization, which may not always be the actual situation.

Additionally, the study also sought to investigate how Kirinyaga County's national government administration's service delivery was influenced by ethical issues. It was found out that the relationship between service delivery and ethical issues was significantly positive ( $\beta = 0.308$ ,  $P = 0.036$ ). Hence, the ethical issues' unit increase will increase improved service delivery by a factor of 0.308. This is because adherence to ethical standards can lead to improved service delivery by enhancing trust between citizens and the government, improving accountability for actions and decisions, promoting better decision-making based on fairness and justice, and reducing corruption and conflicts of interest among public officials and employees. This compares to Bonsa (2015), who studied the impact of CG on the returns of Insurers in Ethiopia and showed that adherence to ethical standards improves the financial performance of Insurers' proxy by ROA. In a similar manner, Luyima (2015) revealed that ethical standards accounted for a great portion of the services rendered in public offices.

The study also aimed at determining how Kirinyaga County's national government administration's service delivery was impacted by legal framework/policies. The study found out that legal framework/policies had a significant negative relation with service delivery ( $\beta = -0.079$ ,  $P = 0.426$ ). Hence, a unit increment in the legal framework/policies leads to a decrease in service delivery by a factor of 0.079. One of the reasons for this is that the complexity of the legal framework and policies can make it more difficult for administrative units to understand and comply with them, leading to delays in decision-making, increased bureaucracy, and reduced efficiency in service delivery. Secondly, adhering to legal requirements and policies can be expensive for administrative units, diverting resources away from service delivery and resulting in reduced quality or quantity of services. Frequent changes to legal frameworks and policies can create uncertainty for administrative units, making it difficult to plan and implement effective service delivery initiatives, leading to confusion, inconsistencies, and delays in service delivery. This is supported by Robinson and Dechant (2017), who argue that the complexity of laws and regulations contributed to delays and inefficiencies in public service delivery. On the contrary, Love and Rachinsky (2013) found that clear and consistent legal frameworks improved the quality of public service delivery in developing countries.

## 5. Summary, Conclusions and Recommendations

### 5.1. Introduction

This chapter concludes the study by summarizing the results, answering the research questions (conclusions) and recommending areas of policy, practice, and research. The study's conclusions have consequences for practice and policy, and its recommendations for additional research offer new fields of inquiry for scholars and researchers.

### 5.2. Summary

The current study aimed to conduct an evaluation and examination of the effect of corporate governance practices on quality service delivery by the national government administration of Kirinyaga County. The specific objective of the study was to determine the effect of organizational structure, stakeholders' participation, ethical issues and legal framework/ policies on quality service delivery in Kirinyaga County. Out of 59 questionnaires distributed, 49 were fully filled and submitted, which is 89% response rate. This information was obtained from all staff members working under the national government administrative units.

The first objective of the study was to examine how organizational structure influences service delivery in the national government administration of Kirinyaga County. The study found out that organizational design was the right solution for the department and that the staff understood the mandate of the department. It also found out that the administration avoided bureaucratic practices since they had a negative influence on performance and that the unit had a clearly articulated strategy and model. It also found out that the leaders possessed leadership qualities and the personnel were qualified and had relevant skills. The study found out that technology was employed to achieve effectiveness and efficiency.

The study found out that citizens attended meetings organized by the administrative units and that they volunteered ideas to the national government administration. They also frequently submitted proposals as a way of making suggestions on development projects that the national government administration should prioritize. The study found out that many general complaints (written and verbal) were reported by citizens regarding the government's services and that public opinions and ideas were incorporated into the government strategies. The study also found out that citizens were keen to closely follow-up on the implementation of government projects with the aim of ensuring that they were being implemented as per the initial plans without resource embezzlement.

The study found out that employees were aware of the integrity act of the constitution and that leaders were honest and acted ethically. It also found out that new employees signed the code of conduct and that integrity was revealed. The staff were provided with confidentiality.

The study results confirmed that the administration units engaged in active submission to arbitration in place of regular legal procedures. It was also evident from the study that employees do not experience aggression or discrimination in their administration units. The study also found out that organizational charter granted voting rights beyond what was required by the law and that the employees were committed to remain loyal to the constitution, the ethics of public practice and laws that government service delivery.

### 5.3. Conclusions

After analyzing the data collected and using the results obtained, this study concludes that organizational structure has a significant and positive influence on the quality of services that the national government administration unit in Kirinyaga County delivers. The study reveals that a well-structured organizational system that ensures staff understands their mandate and avoids bureaucratic practices is essential. Moreover, it is imperative to have qualified and skilled employees and leaders with leadership qualities in the national government administration units. This will ensure a clearly articulated strategic plan and embraced technology for efficiency and effectiveness in service delivery.

Additionally, the study concludes that ethical issues significantly and positively affect the nature and quality of service delivery by the national government administration unit in Kirinyaga County. The study recommends that employees should always be aware of the integrity act, and leaders should be honest and act ethically. The national government administration unit should provide a code of conduct for all employees to sign and confidentially should be maintained in all information provided. By ensuring ethical practices, the national government administration unit in Kirinyaga County can gain public trust and increase the level of service delivery.

On the other hand, the study found that both stakeholders' participation and legal framework and policies have a negative influence on quality service delivery by national administration units in Kirinyaga County. It is recommended that citizens should be encouraged to attend meetings organized by national government administration in counties and volunteer to present their ideas regarding the improvement of service delivery. The study recommends that citizens should submit proposals regarding development projects that should be prioritized, and their opinions and ideas should be incorporated into government strategies. Also, all departments should have an organizational charter, and employees should be treated equally without discrimination. By addressing these issues, the national government administration unit in Kirinyaga County can improve service delivery and meet the needs of its citizens.

### 5.4. Recommendations for Policy and Practice

Based on the findings of the study, the following recommendations have been made to improve the quality of service delivery in government administration units:

- First, it is recommended that organizational structures should be established in every department, with clear reporting positions, communication systems, and procedures and rules in place. This will help to streamline operations, increase efficiency, and avoid bureaucratic practices. Furthermore, leaders should possess strong leadership qualities and staff should have relevant skills to carry out their duties effectively. Embracing technology can also help to enhance efficiency and effectiveness in service delivery.
- Second, stakeholders should be encouraged to participate in meetings and engage with the government administration units to provide feedback and suggestions on how to improve service delivery. This can be achieved through organizing meetings in counties and inviting citizens to volunteer and present their ideas. Proposals regarding development projects should be prioritized, and the opinions and ideas of stakeholders should be incorporated into government strategies.
- Third, employees should be made aware of the integrity act, and leaders should uphold ethical standards in their behavior toward citizens. New employees should sign the code of conduct, and there should be confidentiality in all information provided. This will help to build trust and accountability in the government administration units.
- Fourth, it is recommended that all departments should have an organizational charter and that employees should be treated equally without discrimination. This will help to foster a positive work culture and promote the delivery of quality services to all citizens. Furthermore, government administration units should adhere to the relevant rules, regulations, and policies, as well as the fidelity of the constitution. Compliance with legal frameworks will help to promote transparency and accountability in service delivery.

### 5.5. Suggestion for Further Studies

There is a need to conduct further studies to expand the investigation of why stakeholders' participation and legal framework and policies had a negative influence on quality-of-service delivery in national government administration units. Future studies may consider replicating the current topic to larger sample sizes to validate the results from the current study. A cross-institutional analysis will also provide crucial insights into how corporate governance practices can influence the quality of service delivered.

## 6. Acknowledgement

I want to first and foremost thank the Almighty God for maintaining my determination to follow this long-held dream. I may breathe a sigh of relief and exclaim, 'Eureka!' because of his mercy and grace. To get this far, it took a tremendous amount of sacrifice.

A large number of people walked alongside me on this mission, and I am grateful to them. My family deserves special recognition for starting me on my academic path and sacrificing almost everything to get me to where I am now. I particularly acknowledge the scholarly guidance of Mr. Shadrack Bett, whom I consulted in my research for guidance and who gave a listening ear.

I would also like to appreciate my employer, the Ministry of Interior and Coordination of National Government, for giving me an opportunity to complete this work regardless of the huge amount of office work.

It is doubtful that I would be able to thank everyone who contributed in any way to the success of my project. I thank all of you, and may our Almighty Lord bless you and keep you on the right paths of fortune for the rest of your lives.

## 7. Abbreviations and Acronyms

ANOVA – Analysis of Variance

APA – American Psychological Association

CEO – Chief Executive Officer

CG – Corporate Governance

ERS – Economic Recovery Strategy Plan

ETC – Etcetera

GOK – Government of Kenya

KPMG – Klynveld Peat Marwick Goerdeler

LASDAP – Local Authorities Service Delivery Action Plan

MDGs – Millennium Development Goals

NA – National government administration

NACOSTI – National Commission for Science, Technology, and Innovation

RDT – Resource Dependency Theory

SD – Standard Deviation

SERVQUAL – Service Quality

SPSS – Statistical Package for Social Sciences

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## Appendix

### APPENDIX I: INTRODUCTORY LETTER

Kihara Ndungu,  
P.O. Box 70400-00400,  
Nairobi.  
Email:

### **RE: REQUEST TO FILL OUT QUESTIONNAIRE FOR COMPLETION OF AN MBA DEGREE**

I am a Master's student studying at Kenyatta. Currently, I am studying Master of Business Administration (MBA) in Strategic Management. I intend to conduct a study for partial fulfilment for the award of this master's degree. My study topic is **CORPORATE GOVERNANCE PRACTICES AND QUALITY SERVICE DELIVERY IN NATIONAL GOVERNMENT ADMINISTRATION; A CASE STUDY OF KIRINYAGA COUNTY**. Therefore, this letter aims to request you fill out the questionnaire with utmost honesty. I guarantee you that all the information gathered will not be disclosed to third parties. All the information you provide will solely be used for this academic research only.

Yours Sincerely,  
Kihara Ndungu

**APPENDIX II: QUESTIONNAIRE**

Please read the questionnaire carefully before answering the questions. Tick the most appropriate option to answer the questions.

**SECTION A: Demographic Information**

Dear Respondent,

Please Tick (√) as appropriate

1. Gender
  - Male
  - Female
2. Select your age group
  - Below 25 years
  - 26-5 years old
  - 36-5 years of age
  - 46-55 years of age
  - 56 years and above
3. Tick where your academic qualification is
  - Below Secondary Level
  - Secondary Level
  - Diploma Level
  - Undergraduate Degree
  - Postgraduate Degree
4. What is your position in your administration unit?  
\_\_\_\_\_

What is the name of your administration unit?

- Kerugoya Central
  - Kerugoya East
  - Kerugoya West
  - Mwea East
  - Mwea West
5. How many years have you worked in your administration unit?
    - Below 5 years
    - 6-10 years
    - 11-20 years
    - 21-30 years
    - 31-40 years
    - Over 40 years

**Part A: Corporate Governance Practices and Service Delivery**

6. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

Use this key for all sections.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

<b>Service Delivery</b>	1	2	3	4	5
Services are delivered promptly					
There exists an active feedback channel, e.g., setting up a complaint box, social media platform, etc.					
Operations are computerized and standardized for effectiveness and efficiency, for example, the use of e-service, e.g., e-government.					
Service response and resolution to citizens' complaints are developed.					
The organization conducts regular customer satisfaction surveys and analyzes survey results to improve service delivery across the county.					
The executives have a well-developed system to collect feedback from citizens.					

7. In your view, do you think the implementation of e-government has any effect on service delivery in Kirinyaga County?  
If yes, explain how
- .....

### Part B: Organizational Structure and Service Delivery

8. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Organizational structure</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The current organizational design is the right solution for your Department.					
You understand the mandate of your Department.					
The administration unit avoids Bureaucratic practices as they have a negative influence on performance.					
Your organization has a clearly articulated strategy and model.					
The organization has leaders with leadership qualities.					
The personnel are qualified and hold relevant skills.					
The organization employs technology to achieve effectiveness and efficiency in service delivery.					
The organizational structure affects service delivery in your organization.					

9. In your opinion, do you think that organizational structure affects the service delivery of your organization?  
If yes, explain how
- .....

### Part C: Stakeholder Participation and Service Delivery

10. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Stakeholder Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Citizens are generally invited to national government administration meetings to debate development and service delivery.					
The public routinely submits suggestions for improving service delivery to its national government administration.					
Citizens regularly submit suggestions to their national government administration for development initiatives to be prioritized.					
In the recent year, individuals have filed several general complaints (written or verbal) to the national government administration about government service.					
Most of the public opinions and ideas are incorporated into governance strategies.					
Most stakeholders' complaints (written or verbal) relate to service delivery.					
Citizens (opinion leaders) actively monitor the execution of services to ensure that they are carried out according to plan and that resources are allocated appropriately.					
Stakeholder participation affects service delivery in your organization.					

11. In your opinion, do you think that stakeholder participation affects the service delivery of your organization?  
If yes, explain how
- .....

### Part D: Influence of Ethical Issues on Service Delivery

12. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Ethical Issues</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees are aware of the integrity act of the constitution					
Leaders in your organization are honest and act ethically.					
New employees sign a code of conduct.					
Integrity is rewarded in your organization.					
<b>People in your organization are provided with confidentiality.</b>					
Ethical issues affect service delivery in your organization.					

13. In your opinion, do you think that ethical issues affect the service delivery of your organization?  
If yes, explain how

.....

**Part E: Legal Framework/ Policies on Service Delivery**

14. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Legal Framework/ Policies</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In situations of corporate governance misconduct, the company submits to arbitration rather than traditional judicial proceedings.					
Employees in your organization do not experience aggression or discrimination.					
The organizational charter grants voting rights beyond what is required.					
Employees prioritize adherence to the Constitution, laws, and ethical values before personal gain.					
Legal framework and policies affect service delivery in your organization.					

15. In your opinion, do you think legal frameworks/policies have any effect on the service delivery of your organization?  
If yes, explain how

.....

**Section B: Stakeholder Participation and Service Delivery**

1. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Stakeholder Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Citizens are generally invited to national government administration meetings to debate development and service delivery.					
The public routinely submits suggestions for improving service delivery to its national government administration.					
Citizens regularly submit suggestions to their national government administration for development initiatives to be prioritized.					
In the recent year, individuals have filed several general complaints (written or verbal) to the national government administration about government service.					
Most of the public opinions and ideas are incorporated into governance strategies.					
Most stakeholders' complaints (written or verbal) relate to service delivery.					
Citizens (opinion leaders) actively monitor the execution of services to ensure that they are carried out according to plan and that resources are allocated appropriately.					
Stakeholder participation affects service delivery in your organization.					

2. In your opinion, do you think that stakeholder participation affects the service delivery of your organization?

If yes, explain how

.....

**Part A: Influence of Ethical Issues on Service Delivery**

3. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Ethical Issues</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees are aware of the integrity act of the constitution					
Leaders in your organization are honest and act ethically.					
New employees sign a code of conduct.					
Integrity is rewarded in your organization.					
<b>People in your organization are provided with confidentiality.</b>					
Ethical issues affect service delivery in your organization.					

4. In your opinion, do you think that ethical issues affect the service delivery of your organization?  
If yes, explain how

.....

**Part B: Legal Framework/ Policies on Service Delivery**

5. Given the statements in the table below regarding the relationship between corporate governance practices and service delivery concerning your administration unit, please choose and rate the extent to which you agree or disagree with each option. Kindly tick [√] or cross [x] the option that you choose.

<b>Legal Frameworks/ Policies</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In situations of corporate governance misconduct, the company submits to arbitration rather than traditional judicial proceedings.					
Employees in your organization do not experience aggression or discrimination.					
The organizational charter grants voting rights beyond what is required.					
Employees prioritize adherence to the Constitution, laws, and ethical values before personal gain.					
Legal framework and policies affect service delivery in your organization.					

6. In your opinion, do you think legal frameworks/policies have any effect on the service delivery of your organization?( If yes, explain how)

.....

**Authorization Letter from Graduate School**

**Research Permit from Nacosti**

