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EFFECT OF STRATEGIC LEADERSHIP, ETHICS AND ORGANIZATIONAL STRUCTURE ON SERVICE DELIVERY IN KENYAN COUNTY GOVERNMENTS

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Abstract

The study sought to determine the joint effect of strategic leadership, ethics and organizational structure on service delivery in Kenya's County Governments. The county governments were primarily designed to improve services and bring them closer to the people. Contentions over the applicability of strategic management concepts such as strategic leadership, ethics, organizational structure and service delivery given the politically driven and tribal nature of public entities in Kenya informed this research. The theories upon which the study was based were; the New Public Management (NPM) theory, Upper Echelon Theory, the Agency Theory and the Institutional Theory. This study used positivism research philosophy where quantitative approaches were utilized in a cross-sectional survey. The unit of analysis was the 47 Counties in Kenya as per the 2010 Constitution of Kenya and these were the target population thus a census was done. Six respondents were purposively selected from six key departments in the counties and thus the study had a sample size of 282. The study used primary data collected using questionnaires administered to county chief officers. Data analysis was done using descriptive statistics to show manifestation of the variables in the counties and through multiple regression to test the hypothesis. The study found a significant joint effect of strategic leadership, ethics and organizational structure on service delivery. The study thus recommended that the county leadership be more strategic and train employees on innovations to be able to offer better services to the citizens. The study recommended that law enforcement agencies should enforce sanctions on unethical leaders and employees to ensure more effective service delivery. Senate and county assemblies also needed to align the legislation to ensure appropriate county structure for better services.

Keywords: Strategic Leadership; Ethics; Organizational Structure; Service Delivery; County Governments.

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Introduction

The strategic leadership concept emanates from the contention that good leaders are tied around strategies, good organizational structure in place and ethics in enhancing service delivery in public entities (Allio, 2015). Strategic leadership application in the public sector is highly contentious, stemming from roles, responsibilities and powers of elected, political leaders on one end and appointed leaders/administrators on the other. This tension can lead to poor quality of services (Rosenbaum, 2003). According to Matshabaphala (2007), strategic leadership, especially in African public entities must be alive to the needs of the people on the ground, rather than impose interventions for political expediency, for better service delivery to be achieved.

Siphumeze (2015) has observed the ethical landmines faced by political leaders across Africa in service delivery. Unethical practices are fuelled by societal expectations, where in some cases ethical and diligent leaders are derided for not helping themselves, their tribes and family members, a situation which often leads to poor services by public entities (Abdullahi, 2013; Fobosi, 2011). Dorasamy (2010) notes that while governments have shown a deliberate attempt in promoting ethical practices for better service delivery in the public service it requires to adopt better organizational structures to promote it further. Therefore, this study argued that it is useful to adjust the structure to accommodate both strategic leadership roles and the associated ethical practices in public organizations in order to facilitate better service delivery to citizens.

Despite the Government of Kenya's endeavour to devolve funds to the grassroots, the economic welfare of the people is still poor. This is mainly due to

bureaucratic inefficiencies, weak or absence of ethics, unequal or uneven distribution of national resources and more so no or minimal community participation in development locally, among others (Murugu, 2014). The study's focus on organization structure, strategic leadership, and ethics and their influence on delivery of service are also in line with contentions by Scott and Enu-Kwesi (2018), who held that there is need to continuously ascertain the nature of linkages among concepts affecting service delivery. This study was thus founded on the conviction that the quest for satisfactory service delivery in public entities is interlinked with strategic leadership, ethics and organizational structure and faces varied challenges (Van Rooyen, 2008).

There were also knowledge gaps in the existing studies as they have not explored the influence of factors such as organizational structure and ethics and on the relationship between service delivery and strategic leadership in the context of public sector entities. The existing studies were found to have studied one or two variables and had not used robust methodologies such as regression to ascertain nature of the relationships among the variables. The existing studies had not addressed the unique context of public entities such as the county governments. This led to this study's research question which was: What is the effect of strategic leadership, ethics and organizational structure on service delivery in Kenyan County Governments?

Theoretical Framework

The study was grounded on four theories, namely, the New Public Management (NPM), the Upper Echelon Theory, the Agency Theory and the Institutional Theory. The study was primarily anchored on the

New Public Management perspective which calls for application of private sector approaches and practices in the public entities for better service delivery (Sarker, 2006). The study found the theory suitable for studying relationship between service delivery and ethical strategic leadership having conceptualized situations where the citizens are treated as private sector customers who desire quality and satisfactory service. The premise aligns with the NPM perspective, which emphasizes competition, quality services and customer satisfaction as desired outcomes in the public sector (Haque, 2007). The study also sought to test the contention of applicability of private sector practices in public organizations and agencies such as county governments. Further, the flexibility of the NPM perspective to diverse conceptual and contextual adaptations also makes it suitable for this study, which was based on County Governments in Kenya, institutions that possess unique characteristics distinct from the Eurocentric or Western public sector models.

The Upper Echelon Theory emphasizes the role of strategic leaders in achieving strategic organization outcomes (Hambrick, 2007). The central tenet of the Upper Echelon Theory is that organizations are a reflection of the skills, expertise and values of the senior leaders as they work at a strategic level (Chuang, Nakatani & Zhou, 2009; Phipps & Burbach, 2010). This theory provides an outline, which expressly provides a method of establishing the role of strategic leaders and how they affect performance of an organization. The key proposition is that the performance of an organization and strategic decisions are affected in part by strategic leaders (Carpenter et al., 2004). The study found the UET a suitable anchor as its assertion is similar to the study's main objective, which

supposes that an ethical strategic leadership can influence the services provided by public entities such as County Governments. The postulations of the Upper Echelon Theory have advanced the empirical evidence in literature of the role of strategic leadership and service delivery. The study held that strategic leaders are, therefore, crucial in ensuring quality service delivery of public service organizations as they strategize for at least five years. Upper Echelon Theory was thus deemed suitable in studying the link between service and strategic leadership in the context of devolved governments in Kenya.

The Agency Theory on the other hand foresees a situation where the leadership is faced with ethical issues, which require appropriate ethics for efficient service delivery and thus the need for integration of various mechanisms to moderate the conflicts and tensions (Batley, 2004; Van Slyke, 2007). Heath (2009) argued that the agency theory focuses on ethical mechanisms to correct opportunistic behaviour that arise from principals exploiting asymmetric information to the disadvantage of the agents. Strategic leaders, employees, suppliers and customers/citizens, among others, are the actors whose interactions lead to agency problems, which have to be resolved. Given that strategic leaders have both the ability to commit public entities to contracts and transactions they deem appropriate while the responsibility sits on the public as the taxpayers and consumers of public goods and services, there is need to ensure that this is done ethically, in line with the tenets of the agency theory (Crowther & Jatana, 2005). In Agency Theory, as noted by Northouse (2013), principals decide to engage agents due to cost considerations and expertise.

Institutional Theory assumptions are founded on the argument that organizations operate under certain structures that take into consideration both social, environmental and internal performance goals and objectives (Berthod, 2016). Weir Chappell and Kacelnik (2002) argue that structure of an organization is largely and well-linked within the concepts of institutional theory. The theory also looks at how organizational structures are developed, implemented and adapted over time, as well as the way they fall into decline and disuse (Markiewicz, 2011). Zheng, Yang and McLean (2010) have asserted that the choice of processes and structures of an organization is reflected in external institutions that prefer such choice. There are rules and other beliefs that should be rewarded in well-coordinated economic transactions based on strict adherence to the set structures (Hinton, 2012).

Literature Review

The reviewed literature was in agreement that the underlying purpose of any public institution is the efficient and effective delivery of public services (Abdullahi, 2013; Siphumeze, 2015; Scott & Enu-Kwesi, 2018). Latif, Din and Ismail (2010) study has provided measures of service delivery in forms of benefits to stakeholders, impact on the intended objectives and performance of an organization and society at large. Gacenga et al. (2011) argue that measures of service delivery include: customer satisfaction, service quality, service availability and improved processes.

Though there is consensus among scholars and practitioners on the role of public entities towards service delivery; there are contentions on the factors which affect services offered by public entities such as county governments and the nature of the effect. This study reviewed the literature on

three variables namely strategic leadership, ethics and organisation structure which were deemed to have an effect service delivery. The study began by reviewing literature which has defined the three variables. Strategic leadership has been defined in line with Jansen, Vera and Crossan (2009) who suggested that strategic leadership is distinguished by idealized influence, vision development, inspirational-motivation and contingent reward.

On ethics, Goodstein and Aquino (2010) noted that ethics relate to the integrity and justice in the conduct of tasks by all stakeholders. Besides stakeholders exhibiting self-control, in some cases, they need to uphold privacy (Culnan & Williams, 2009). Further, Rushton (2008) has argued that in the African context, ethical practices vary across age groups such that what may be ethical to the younger generation might be unethical to the older generation. The thesis argued that what people perceive ethics has a strong bearing on the nature of what passes as ethical practices in public entities. Ethical practices in organizations are operationalized, according to Flite & Harman (2013), as integrity, transparency, confidentiality, codes of conducts and honesty.

The definition of organisation structure, according to Aiken and Hage (2005), encompasses how the duties of the work to be performed are arranged. The structure involves the architectural representation of the leadership, relationships that are functional and talent within an organization's workforce. Other definitions include how the responsibilities are aligned in the positions and the roles of solving particular problem in organization processes, systems and practices (Neis, Pereira & Maccari, 2017). Further the nature of a structure, according to Thompson

(2012), is about controlling resources and limiting powers of the personnel in an organization.

The study then went ahead to review the empirical studies which had sought the relationships among strategic leadership, ethics, organisation structure on one hand and service delivery on the other end. According to Robbins (2008), ethics, organizational structure and strategic leadership enable public sector entities to succeed in their pursuit of excellence in service delivery. However, Schutte, Barkhuizen and Swanepoel (2014) have noted that strategic leadership focuses on undertaking tactical approaches where ethical practices and organizational structure direct the behaviour of the strategic leaders towards the accomplishment of the organisation's objectives, thus attaining better service delivery.

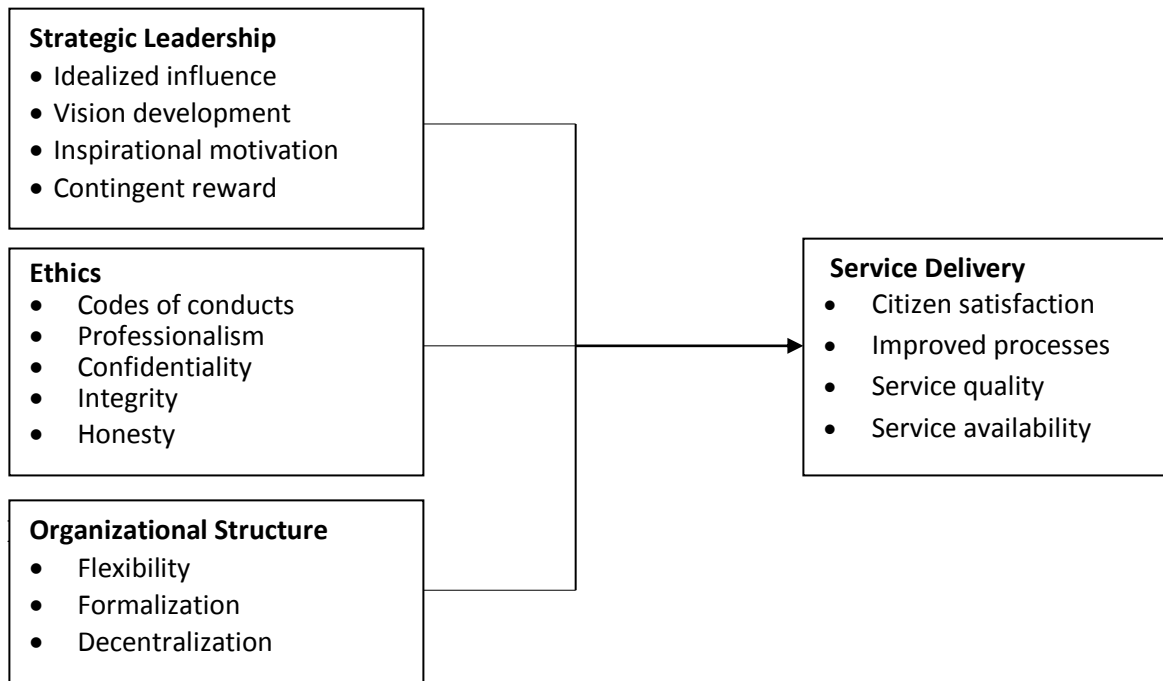
The study by Gupta and Michailova (2004) found that in decentralized governance structures ethics are enforced by citizens as the leaders are close to them on the ground thus better and strategic decisions which enhance services delivered to the citizens. Further, as per the report by the South African's Public Service Commission (2008), strategic leadership that is based on ethics rather than position and is structured around strategic leadership is a key building block for overall service delivery and public confidence in government institutions and the leaders. The current study was driven by the need to test whether this was applicable to the county governments in Kenya.

Siphumeze (2015) found that strategic leadership can play a great role in facilitating service delivery. Siphumeze's findings may seem outright but the situation facing public organization is quite complex and requires varied approaches which was

the intention of this study. In the study by Masungu and Marangu (2015), it emerged that strategic leadership has a significantly positive effect on service delivery. The results of the study suggested that better structures should be established to monitor the process of service delivery but was clear on whether this could apply to counties. Such weak points in the previous literature necessitated the current study which sought to investigate whether the organizational structure that supports ethical practices to be enforced by strategic leaders to guarantee better service delivery existed in the counties.

Conceptual Framework

The strategic leadership is operationalized as the first key independent variable in this study. This is because strategic leaders can achieve this by idealized influencing, being visionary, motivating and rewarding the followers. Ethical practices in this study are also depicted as having an effect on service delivery. Ethical practices which involves professionalism, upholding integrity and adhering to the codes of conduct, was deemed to affect service delivery in the counties. Further organizational structure in this study is conceptualized as the third independent variable. For instance, when the structure is decentralized, then decision-making is interactive among functional units. Finally, service delivery is operationalized as the dependent variable. This is because any public organizations primary focus is to ensure service availability, improved processes and citizen satisfaction. The conceptual framework portrays the position of the study, which holds that there is a joint effect of strategic leadership, ethics and organizational structure on service delivery in the county governments.



Dependent Variable

Figure 1: Conceptual Framework for Strategic Leadership, Ethics, Organizational Structure and Service Delivery in County Governments

The relationships portrayed in this conceptual was the basis of the study's hypothesis which was that:

H₁: Strategic leadership, ethics and organizational structure have a significant joint effect on service delivery in public entities.

Methodology

This study used positivism research philosophy as it allowed use of quantitative data for hypothesis testing (Bryman & Bell, 2011). Positivism was deemed suitable in

the study as it demands that the researcher be objective during the data collection and interpretation processes thus guaranteeing credible findings. In view of the breath of the study, a cross-sectional survey afforded the researcher the opportunity to capture data on strategic leadership, organizational structure, ethics and their effect on service delivery. The research design was appropriate as it facilitated the collection of data across the counties thus offering a reliable snapshot of the association of strategic leadership, ethics and organisation

structure with service delivery in these counties. The target population was defined as the 47 Counties in Kenya as per The Kenya Constitution (2010). Being a manageable population, the study undertook a census of all the 47 counties. The study purposively selected six chief officers from six departments which were common across all the counties and offer services that are similar in all the counties. The primary data relating to the all variables was collected using a close-ended questionnaire. Data was analysed using descriptive and inferential statistics. Descriptive analysis described the variables as they were in the counties. At the inferential level, multiple regression was

used to test the joint effect as per the hypothesis.

Findings and Discussions

The study successfully administered 272 questionnaires which were used to generate the findings on the joint effect of strategic leadership, ethics, organisational structure and service delivery. The questionnaires were aggregated as per the 47 counties as the counties were the unit of analysis in the study. First, the study enquired about the nature of service delivery in the counties and the results are presented in Table 1.

Variable manifestations	N	Mean	Std. Deviation	Coefficient of variation
Health facilities infrastructure and equipment's.	47	3.5441	.79079	0.22
Drugs provision.	47	3.5772	.86304	0.24
Health workers welfare.	47	3.4816	.90265	0.26
Ambulance services.	47	3.5662	.78925	0.22
Early childhood education.	47	3.8893	.79040	0.20
Polytechnics building and maintenance.	47	3.7528	.84423	0.22
Libraries building and maintenance	47	3.4706	1.10978	0.32
Lands survey and mapping.	47	3.8199	.87645	0.23
Sports facilities building and maintenance.	47	3.9631	.86720	0.22
Roads building and maintenance.	47	3.8419	.86379	0.22
Water access, quality and availability.	47	3.7868	.86257	0.23
Waste management.	47	3.9044	.92138	0.24
Markets building and maintenance.	47	3.9446	.83482	0.21
Agricultural extension services.	47	4.1697	.87290	0.21
Street lighting.	47	4.0404	.88145	0.22

Firefighting and disaster management.	47	4.0000	.92525	0.23
Bus parks building and maintenance.	47	4.0846	.82635	0.20
Average mean score	47	3.814	.8930	0.23

Source: Researcher's field data (2018)

The average mean score for service delivery is 3.814, a standard deviation of 0.8930 and a coefficient of variation of 0.23. This is high agreement depicting enhanced service delivery in the county governments in Kenya. All the service delivery measures recorded means above 3.0, with high level of rating among the responses on the statement measure of Agricultural extension services as shown by the mean of 4.1697. This means that service delivery to citizens by county governments was above averagely met.

The statement that depicted low variations in responses are the measure of early childhood education and bus parks building and maintenance (CV = 0.20) respectively. Traditionally, many services in Kenya had their ancestry in the national delivery system at the centre. Over time the government adopted devolution through the provision of services by the County Governments. This expansion has broadened the scope for public service.

These include subsidies to ensure availability of services at reasonable charges as well as application of licensing and regulatory arrangements that are designed to impact the availability and access of services such as health, early education and recreation facilities to the citizens. Although county governments were introduced to enable equal distribution of resources in the country, the study established that this has not been fully implemented. Therefore, the national government needs to audit its

procedures and ensure that adopting of county governments facilitate equal distribution of resources.

County governments have made key efforts in ensuring services reach the corners of the country as it is outlined and emphasized in the constitution. The evidence shows that services such as putting up and maintaining health infrastructure as well as buying new medical equipment were being felt in the counties. Early Childhood Education was another service where the efforts by County Governments were being felt according to the study findings. Other decentralized services are thus reaping key benefits to the nation like sports through building of stadiums and improved bus parks which facilitate movement of people.

This study established that devolution through County Governments has enabled access to facilities, urbanized some rural areas and provided agricultural extension serves. These have enabled farmers in rural areas to access urban markets and get better prices for their products. Improved infrastructural facilities such as transport have enabled farmers to transport their produce in time to avoid losses by the produce going bad. Other benefits are expansion of bus parks building and maintenance, street lighting, firefighting and disaster management services, sports facilities building and maintenance, markets building and maintenance, waste management and early childhood education. These findings are in agreement with Scott and Enu-Kwesi (2018) who established that decentralized government units in Africa are

necessary and important since they enable flexible decision making in line with local needs.

The study then obtained a summary of the variables which influence service delivery under study according to the respondents' perception as indicated in the results. The first factor considered to influence service delivery in the study was strategic leadership constructs. This factor was further described by the following elements; idealized influence, vision development, inspirational

motivation and contingent reward. The next factor observed to influence service delivery in County Governments in Kenya was ethics. This was indicated by code of conduct, professionalism, honesty and integrity. The third element whose effect on service delivery in county governments tested was the structure of the counties. This was categorized in terms of flexibility, formalization and decentralization. The summaries were as indicated in Table 2.

Table 2: Summary of Independent Variables

Strategic leadership constructs	Variable manifestations	N	Mean	Std. Deviation	Coefficient of Variation (%)
	Idealized influence	47	3.954	.747	.19
	Vision Development	47	3.967	.801	.20
	Inspirational Motivation	47	3.952	.818	.21
	Contingent reward	47	3.989	.788	.20
	MEAN SCORE	47	3.965	0.834	0.20
Ethics	Code of Conduct	47	3.729	0.940	0.25
	Professionalism	47	3.551	0.942	0.27
	Honesty	47	3.637	0.933	0.26
	Integrity	47	3.843	0.830	0.22
	MEAN SCORE	47	3.69	0.911	0.25
Organizational structure	Flexibility	47	3.977	0.838	.21
	Formalization	47	4.133	0.741	.18
	Decentralization	47	4.120	0.803	.20
	MEAN SCORE	47	4.077	0.794	.20

Source: Researcher's field data (2018)

The results in Table 2 show that the highest overall mean score among the three major factors that is, strategic leadership

constructs, ethics and organizational structure was organizational structure with a mean of 4.077, a standard deviation of 0.794

and a coefficient of variation of 20%. This shows that organizational structure played a great role in influencing service delivery in county governments of Kenya. Organizational structure was categorized as flexibility, formalization and decentralization.

The study established that rules and procedures governing employees were well-known, which also facilitated employee learning. Provision of rules and procedures that encourage employees to be creative and learn is crucial for better service delivery. Further, it facilitates innovations that will gear the organization to the required course therefore enabling better service delivery to the public since the staff possess high morale and are motivated.

Decentralization as an element of organizational structure was understood in terms of decision-making process. The study concluded that decision-making processes cut across all functional units. It further stated the importance of employees being involved in decision-making process since taking consideration of their views enables them commit to their work and thus creates an environment of service delivery achievement.

Flexibility, having the lowest mean among the elements that comprised organizational structure was established in the study in terms of employees' feedback being encouraged by the management in this organization. Feedback helps individuals get on track and serves as a guide to assist individuals to know how they and others perceive their performance. Feedback can also be highly motivating and energizing. It has strong links to employee satisfaction and productivity.

Further, strategic leadership construct was another factor that was established by the

study to influence service delivery in county governments. The average mean depicted was 3.965, a standard deviation of 0.834 and a coefficient of variation of 20%. Strategic leadership was categorized as idealized influence, vision development, inspirational motivation as well as contingent rewards. Allotting contingent rewards to employees motivates employees towards fulfillment of the duties and roles that has been laid out for them within the stated time-bound.

When employees are issued with rewards, they become motivated therefore they carry out their duties with minimal supervision. Moreover, handing contingent rewards to the staff by the leadership of an organization portrays a reasonably effective communication between the leaders and staff as well as setting and outlining clear expectations, clarifying methods of achieving outcomes and rewarding performance that achieves goals, which are likely to motivate employees' extra effort and therefore subsequently increase employees' professional satisfaction which in turn is portrayed in service delivery.

Under strategic leadership constructs, the study further established that clear setting and outlining of the roles and goals of employees in an organization ensure that every staff is aware of what is expected of him or her in the organization. Hence, this facilitates achievement of goals as well as the set objectives and aims of the organization. It further outlined the importance of training offered to employees and its impact on the performance of employees in service delivery. Professional development through training, aid in raising overall staff competencies as employees with different backgrounds and levels of experience are encouraged to share practical information on tasks performance.

Lastly, ethics had the lowest mean of 3.69, a standard deviation of 0.911 and a coefficient of variation of 25%. This study established that county leadership integrity was the most significant factor in wooing customers to receive appropriate service delivery from the county government of Kenya. Exercising integrity through building trust with the customers is a crucial factor since in the case of minor service lapse or downfall; customers remain loyal to the organization despite the shortcomings encountered.

However, in spite of integrity being a crucial factor that influences service delivery, the study concludes that the county leadership averagely upheld integrity, which suggests that the matter has to be considered in order for strategic leadership to play their rightful role in offering better services to the people as per the aspirations of devolution. For public entities across Africa, which are faced with endemic corruption, this finding reflects the true picture of the situation.

The study further gives a summary that servants are key in maintaining the counties, avenues of achievement through proper planning and engaging all citizens on equal measures through service delivery. Therefore, it is the mandate of county leaders to design efficient structures which will ensure that public services are delivered appropriately. The study findings recognize that some county leaders have adopted rather unconventional organizational structures.

The study then went on to determine the joint effect of strategic leadership, organizational structure and ethics on service delivery through the hypothesis that;

H₁: Strategic leadership, ethics and organizational structure have a significant joint effect on service delivery in public entities

This hypothesis was tested using multiple regression analysis which are presented in Table 3.

Table 3: Joint Effect of the Strategic Leadership, Organizational Structure and Ethics on Service Delivery

a) Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.646 ^a	.417	.377	.95618		
a. Predictors: (Constant), Ethical practices, Organization structure, Strategic leadership						
b) ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.175	3	9.392	10.272	.000 ^b
	Residual	39.314	43	.914		
	Total	67.489	46			
a. Dependent Variable: Service delivery						
b. Predictors: (Constant), Ethics, Organization structure, Strategic leadership						
c) Coefficients^a						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.278	1.179		3.629	.001
	Strategic leadership	.570	.191	.384	2.980	.005
	Organization structure	.640	.228	.330	2.813	.007
	Ethical practices	.307	.141	.281	2.172	.035

a. Dependent Variable: Service delivery

Source: Researcher's field data (2018)

The study findings in Table 3 indicate that the joint effect of strategic leadership, organizational structure and ethics explain 41.7% of the variation in service delivery ($R^2 = 0.417$, $F = 10.272$, $P < 0.05$). The remaining 58.3% is explained by other factors not considered in the study. It is clear from the value of $R^2 = 0.417$ and F ratio of 10.272 that the regression model was fit for use in the analysis. Therefore, the study accepted the hypothesis that strategic leadership, organizational structure and ethics have a significant joint influence on service delivery.

Based on the results, the regression model for the study hypothesis can be fitted as follows:

The original model: $Y_0 = \beta_0 + \beta_1 SL + \beta_2 OS + \beta_3 E + \varepsilon$

The new model: $Y = 4.278 + 0.570SL + 0.640OS + 0.307E$

Where:

Y = Service delivery; SL = Strategic leadership

OS = Organizational structure; E = Ethics

ε = error term

This model suggests that even in the absence of all three variables – strategic leadership, organizational structure and ethics – County Governments will deliver services by 4.278 units. However, for a unit increase in strategic leadership, organizational structure and ethics, counties will deliver services by 0.570 units, 0.640 units and 0.307 units respectively, when all other factors are held constant. From this regression model, it is thus evident that service delivery is influenced to a high degree by the combination of the predictor variables – strategic leadership, organizational structure and ethics, whose beta coefficients were all positive and statistically significant. Based on the above results therefore, the hypothesis that the joint effect of strategic leadership,

organizational structure and ethics have a significant joint effect on service delivery in public entities is accepted.

The underlying purpose of any public institution is the effective and efficient delivery of public services. Ethics, organizational structure and strategic leadership enable public sector entities in their pursuit of excellence in the service delivery outcomes. Strategic leadership has significant positive effect on service delivery as the pioneer had to be strategic and develop visions and strategic plans for their counties. The fear of losing elections must also have forced the county leadership to be strategic in their approach, uphold ethics and put in place structures that enabled them to deliver services. The study is in agreement with the propositions by the Public Service Commission of South Africa (2008), that, strategic leadership that is based on ethics rather than position and is structured around strategic leadership is a key building block for overall service delivery. The findings are also in concurrence with Siphumeze (2015) who argued that trust and confidence in public entities and its leaders to deliver better services are jointly linked to strategic leadership, ethics organizational structure.

Conclusions

The primary role of development for any country is to achieve broad-based, sustainable progress in the standards of quality of life for its citizens. This is achieved through service delivery, which was the dependent variable in this study. Public service, particularly from County Governments, acts an indispensable part for effective delivery of public services which are key to the operations of a state's economy. When service delivery is poor and ineffective, it affects the quality of life of the citizens receiving the service. County Governments in Kenya are supposed to deliver better services to the citizens because of the accessibility unlike

centralized national approach. The counties present an opportunity to address the problems that have existed since independence given that the citizens are now more knowledgeable and can easily access information on government services. Therefore, this study concludes that county leaders play a huge role towards fulfillment of appropriate service delivery to the public. In addition, county leaders play a big role in setting the vision and coming up with strategies that would aid in achieving the stated vision. Further, the study concludes that the county leadership should inspire loyalty and commitment to work and as well as have inspiration appeals of faith and trust towards the set goals. Governors with strategic mind-set perform better than their counterparts who are not strategic as they are more visionary and are able to reward their appointed staff and other employees.

Under ethics, it was observed that ethical practices help in overcoming any ethical issues arising from relationships that are networked in an organization and that may arise in the line of duty, and thus improve service delivery and public satisfaction through proper ethical decision making process. Ethics dictate that service must be provided impartially, equitably, fairly and without bias in order to meet citizens' needs. Professionalism in service delivery is critical in discharging services with specialized skills and expertise. With rampant corruption at the national and county levels and its adverse effects on service delivery, ethics need to take root in the African public entities for them to deliver better services and improve the quality of life among the citizens.

Organization structure and service delivery were found to be linked as the organisation structure determines the flow of information and ability to be innovative thus influences decision making. There were proper administrative structures in line with the constitution which has enable

the counties to deliver services quite fairly to the citizens. The study concludes that target and service delivery standards in County Governments are set by senior management.

Recommendations

The study recommended that County Governments should embrace visionary leadership beyond five or ten years terms prescribed by the constitution. This will ensure they leave strong foundations and legacies as strategic leaders. The county leaders also need to nurture and internalize professionalism through having strategic leaders in place as a tactical factor to enhance service delivery by setting a clear vision and mission as well as setting goals and good plans that enable them to have a framework through which they can achieve their mandate.

Given the harmful effects of unethical practices on public entities and service delivery, the study recommended that no effort should be spared to sanction unethical leaders and employees in the counties. The leaders should work closely with the judiciary, the Ethics and Anti-Corruption Commission, the Office of the Director of Public Prosecution and the Assets Recovery Authority to ensure leaders involved in unethical are arrested, tried and punished.

For the organization structure to support strategic leaders for better service delivery, the study recommended several interventions. There is need for stakeholders in the Counties to make sure that they work with the leadership of the county. There is need for the senate and county assembly to review the administrative structures of the counties to ensure they serve the citizens better and foster strategic approaches and innovations while upholding ethics.

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