

# VISIONARY LEADERSHIP AND SERVICE DELIVERY IN NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND IN KENYA

<sup>1</sup>Wekesa Didmus Barasa, <sup>2</sup>Alice Omariba

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**Abstract:** The study aimed to explore the impact of visionary leadership on the delivery of services in the Constituency Development Fund (CDF) of Kanduyi, Kenya. It utilized a descriptive research design and focused on 2,977 employees within the CDF departments. A sample size of 353 respondents was selected using simple random sampling. Primary data was collected through structured questionnaires, and a pilot test was conducted to ensure the reliability of the research instruments. The collected data was analyzed using descriptive and inferential statistics, such as frequencies, percentages, correlations, and regression analysis. The findings revealed that visionary leadership had a significant positive effect on service delivery, explaining 43.8% of the variance in service delivery. This suggests that being visionary, which involves developing sustainable development plans, setting clear performance targets and rewards, and meeting residents' needs and expectations, plays a crucial role in improving service delivery in the CDF. The study concluded that visionary leadership is essential for enhancing service delivery, and the organizational structure acts as a moderator in the relationship between strategic leadership and service delivery. To improve service delivery in the CDF, the study recommends that the NG-CDF CDF should develop relevant sustainable development plans, establish clear performance targets and rewards, and ensure that services meet the diverse needs and expectations of residents.

**Keywords:** Visionary leadership, service delivery, National Government –Constituency, Development Fund.

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## 1. INTRODUCTION

### 1.1. Background Information

Visionary Leadership (VL) can be defined as the set of behaviors demonstrated by leaders in their interactions and collaboration with others during the fulfillment of their responsibilities (Hersey and Blanchard, 2013). Strategic leadership style, as stated by Miller (2022), refers to the regular and significant interactions between leaders and their subordinates. Hersey (2020) describes "leadership style" as the manner in which leaders engage in interpersonal relationships and manage tasks, which are two distinct dimensions. Various leadership styles, such as transformational, autocratic, participatory, transactional, and decentralization, have been identified (Hersey, 2020). However, this study specifically focuses on examining visionary leadership, decentralization, and transactional contingent reward.

The United States of America has served as an international example of successful decentralization, with both the federal government and independent states working towards strong development goals and improved services (Rosenbaum, 2023). Different leadership styles have been employed by devolved governments, with no single style considered the only efficient and effective one for service delivery. Leaders often utilize a combination of leadership styles based on the specific situation, such as autocracy for quick decision-making or democracy in bureaucratic scenarios, resulting in varied outcomes. In

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Malaysia, public organizations have recognized the need for continuous improvement and strengthening of good governance values to enhance service delivery, leading to the implementation of mechanisms for citizen involvement in decision-making processes (Siddiquee, 2019). Devolved governments have also embraced inclusive strategic missions and visions, exemplified by projects like Vision 2030, which demonstrate transformative leadership. However, unethical behavior, abuse of power, and individual actions among public employees pose significant challenges to quality service delivery (Siddiquee, 2019).

Decentralization has been successfully implemented in various African countries, including South Africa, Nigeria, Mozambique, Mali, Ghana, and Ethiopia, although the impact has varied across nations (Dickovick and Riedl, 2020). Ethiopia, for example, faced initial challenges during the implementation of devolved governance, including increased opportunities for corruption when elites had unrestricted access to public resources (Tewfik, 2010; Bardhan and Mookherjee, 2020). The relationship between public service delivery and decentralization in sub-Saharan Africa has been underexplored, with only a few studies evaluating the impact of decentralization on service delivery in the region (Tshukudu, 2021). Furthermore, studies focusing on service delivery and decentralization have often been unbalanced, primarily considering accessibility while neglecting other important aspects such as citizen satisfaction and service quality (Opiyo, 2021). Many African countries have undertaken governance reforms aimed at decentralizing their fiscal, administrative, and political structures to enhance responsiveness and overall performance of the public service, leading to improved economic development and reduced regional disparities (Amusa & Mabugu, 2016). Central governments have introduced or expanded processes to shift resources, responsibilities, power, and authority to devolved units.

Locally, studies on transactional contingent leadership, such as those conducted by Vera and Crossan (2019) and Coad and Berry (2018) in Rwanda, have shown positive associations between organizational learning and transactional contingent leadership. Rwanda has made significant progress economically and socially after the 1994 genocide, with effective leadership free from political interference playing a crucial role, supported by transactional leadership style. A study by Abe and Monisola (2019) in Uganda explored the relationship between service delivery and leadership, revealing that corruption thrives in the absence of accountability and transparency, resulting in ineffective provision of social services at the local level. Genuine accountability and improved outputs are inseparable, and when local authorities are accountable to their constituents, they are more motivated to enhance service delivery (Kjaer, 2021).

**1.2. Statement of the Research Problem**

The purpose of decentralization was to bring control and resources closer to the people and improve governments' ability to meet the needs of citizens. However, many NG-CDFs in Kenya have failed to achieve this goal. Transparency International (2018) conducted a study revealing that over 51% of residents in various NG-CDFs are dissatisfied with the services provided by their county government. Another study by Sagala (2015) emphasized that increasing public participation in governance can positively contribute to Kenya's efforts to accelerate growth and address disparities in economic opportunities, investments, and service delivery across different regions. Supporting decentralization to devolved units has been instrumental in advancing this cause. County governments should fulfill their role by actively involving citizens in decision-making and development planning. However, the Controller of Budget Report (2019) raised concerns about constitutional requirements such as public participation, stakeholder involvement, project relevance, and the allocation of recurrent versus development budgets. The report identified inadequate capacity building for staff, limited public participation in essential county projects, poor stakeholder involvement in project decisions, and lack of project relevance as major challenges hindering effective service delivery in the Constituency Development Fund of Kanduyi.

In an Info track survey conducted in August 2018, 76.7% of interviewed citizens in the Constituency Development Fund of Kanduyi expressed surprise at the emergence of prioritized projects. The Fund was also criticized for its poor absorption of development and recurrent funds, with rates of 48.3% and 58.2% respectively. These disparities can be attributed to poor leadership within the Constituency Development Fund of Kanduyi, which hampers the realization of devolution aspirations. Several studies have investigated the impact of leadership on service delivery in the Kenyan government. Mulama (2018) explored how strategic leadership influences service delivery in county governments and found that transformational and transactional leadership can enhance service delivery by 68%. However, the study solely relied on reviewing earlier studies and did not employ quantitative techniques. Rigill (2018) conducted another study to examine the relationship between leadership and service delivery in Kenyan county governments. Contrary to Mulama's findings, this study concluded that

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transactional contingent reward and decentralized leadership negatively impact service delivery by 56.4%. The present study aims to address these contrasting results and gaps in the literature by investigating how visionary leadership influences service delivery in NG-CDFs, focusing on the case of Kanduyi Constituency.

### 1.3. Objectives of the Study

To examine the influence of visionary leadership on service delivery in the Constituency Development Fund of Kanduyi NG-CDF, Kenya.

### 1.4 Research hypothesis

H<sub>01</sub>: There is no significant influence between visionary leadership and service delivery in the Constituency Development Fund of Kanduyi.

### 1.5. Theoretic Framework

The theory of strategic leadership, initially proposed by House and Baetz (1979), suggests that strategic leaders have the ability to shape an organization's purpose and guide its actions toward achieving strategic objectives. Kabetu and Iravo (2018) emphasize that strategic leaders play a crucial role in defining strategic missions and determining key activities for implementing strategies, which ultimately lead to competitive advantage or positive outcomes. Bradley and Barrick (2008) and Finkelstein, Hambrick, and Cannella (2009) have also explored strategic leadership extensively, highlighting its significance in the field of strategic management.

Carter and Greer (2013) examine how strategic leaders influence organizational outcomes, while Ireland and Hitt (1999) argue that strategic leaders provide meaning and purpose to the organization through a compelling vision. Awan, Qureshi, and Arif (2012) find that strategic leadership in NGOs/NFPs positively impacts performance. Hitt, Haynes, and Serpa (2010) observe that many organizational leaders have failed to navigate environmental disruptions due to a lack of strategic leadership. Kirimi and Minja (2010) suggest that leaders need to effectively communicate the organization's vision, motivate employees, and foster employee loyalty to the organizational mission.

Research supports the idea that strategic leadership guides organizations in developing strategic plans and missions. Goffee and Jones (2006) provide evidence that practicing strategic leadership leads to improved organizational performance. Kirimi and Minja (2010) argue that strategic leadership is crucial for all organizations, and Hughes and Beatty (2005) confirm that strategic leadership contributes to the achievement of organizational objectives. Serfontein (2010) hypothesizes that the primary goal of strategic leadership is to gain a better understanding of the business environment, its nature, and other factors that help identify future challenges. Ahmed (2013) suggests that strategic leadership involves both management and leadership functions, with top management teams working as partners in strategic matters. Gill (2011) states that strategic leaders must develop the organization's vision, mission, and culture while monitoring environmental changes to ensure focused, relevant, and meaningful strategies.

In summary, the theory of strategic leadership is relevant to this study as it helps understand the impact of strategic leadership on service delivery. The research cited demonstrates the importance of strategic leadership in shaping organizational direction, motivating employees, and achieving organizational goals.

## 2. RESEARCH METHODOLOGY

The study adapted a descriptive study design to collect data and test hypotheses regarding the variables under investigation. The target population consisted of 2,977 employees from the departments of the Constituency Development Fund of Kanduyi. A sample of 353 respondents was selected through simple random sampling techniques. Primary data was collected using structured questionnaires, employing the drop and pick method. To ensure the reliability of the research instruments, a pilot test was conducted in Bumula CDF with 35 respondents. Content validity was assessed by seeking the opinions of scholars and experts in strategy implementation. The questionnaire's reliability was evaluated using the Cronbach alpha test, with a threshold of 0.7 and above indicating satisfactory reliability. Both descriptive and inferential statistics were employed to analyze the data. Descriptive statistics, such as frequencies, percentages, correlations, and regression, were used to summarize and describe the data. The data analysis was performed using SPSS software version

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24. The findings of the study were presented through frequency distribution tables, graphs, and pie charts, which aided in describing and explaining the study's results. These visual representations facilitated a clear understanding of the data and its implications.

**3. FINDINGS OF THE STUDY**

**3.1. Descriptive Information on Demographics**

Demographic information of the respondents included gender, age, educational level and number of years they have been working in county department. The results are as shown in Table 3.1.

**Table 3.1: Descriptive Information on Demographics**

<b>Gender</b>	<b>Count</b>	<b>Percentage</b>
Female	135	40
Male	203	60
<b>Total</b>	<b>338</b>	<b>100</b>
<b>Level of Education</b>		
Others	10	3.1
Bachelors	208	61.5
Masters	67	20
Diploma	37	10.8
Certificate	16	4.6
<b>Total</b>	<b>338</b>	<b>100</b>
<b>Number of years worked</b>		
Less than 10 years	170	50.3
From 10 to 20 years	82	24.3
From 20 to 30 years	55	16.2
Above 30 years	31	9.2
<b>Total</b>	<b>338</b>	<b>100</b>

The results in Table 3.1 indicate that, 60% of the total respondents were male while 40% of the total respondents were female. It is therefore observed that among the officers analyzed, it seems to be dominated by males other than females. The results also revealed that (61.5%) of the respondents had a degree, (20.0) % of the total respondents possessed diploma, (10.8) % of the total respondents were having diploma while (4.6%) had a certificate. Minority (3.1%) of the respondents were found to have various non-mainstream qualifications as shown by 4.6. A majority of respondents were degree holders and only a small percentage had diploma and masters. From the results it is evident that literacy levels are high which was recommendable in administering questionnaire on service delivery. This therefore made it possible for the researcher to obtain relevant responses pertaining the topic under study.

Regarding duration (years) of the respondents in the institution, (3.07%) of the respondents had worked with the forces for less than 10 years, (44.6%) of the total respondents had worked for between 10-20 years, (38.5%) respondents had worked for between 21-30 years while (9.2%) of the respondents had worked for over 10 years. Majority of the respondents had worked for 10-20 years with the forces. The long tenure carries with it experience and better information in various issues. This therefore assisted the researcher obtain responses from a people with a wealth of experience on strategic leadership.

**3.2. Descriptive Analysis Visionary leadership**

The respondents were asked to indicate the extent of agreement with each of the visionary leadership statements. The pertinent results are presented in Table 3.2 where 1 is strongly disagree, 2-disagree, 3-Undecided, 4-agree and 5 –strongly agree.

**Table 3.2: Visionary leadership**

Visionary leadership	1	2	3	4	5	Mean	Stdev
The county leadership sets vision that is geared towards better service delivery	4.6 (16)	9.2 (31)	16.9 (57)	60 (203)	9.2 (31)	3.60	0.98
County leadership strives to achieve the set vision	3.1 (10)	9.2 (31)	29.2 (99)	44.6 (151)	13.8 (47)	3.57	0.95
The county vision statement is clear towards social welfare	1.5 (5)	6.2 (21)	6.2 (21)	21.5 (73)	64.6 (218)	4.42	0.97
County leaders understands citizens issues thus strives to meet them	9.2 (31)	7.7 (26)	3.1 (10)	38.5 (130)	41.5 (140)	3.95	1.27
My immediate boss seek different prospective when solving problems	4.6 (16)	9.2 (31)	16.9 (57)	60 (203)	9.2 (31)	3.60	0.98
County leaders are more interested with satisfying the citizens	4.6 (16)	9.2 (31)	16.9 (57)	60 (203)	9.2 (31)	3.60	0.98
County leaders encourages the staff to stick to the county vision	3.1 (10)	9.2 (31)	29.2 (99)	44.6 (151)	13.8 (47)	3.57	0.95
<b>Overall</b>						<b>3.82</b>	<b>1.03</b>

Respondents were asked to state their observation on whether the county leadership sets vision that is geared towards better service delivery. As tabulated in **Error! Reference source not found.3** they observed as follows: 4.6% (16) strongly disagreed, 9.2% (31) disagreed, 16.9% (57) were undecided, 60.0% (203) agreed and 9.2% (31) strongly agreed. Therefore, majority 69.2% (234) of the respondents generally agreed that the county leadership sets vision that is geared towards better service delivery. However, 30.8% (104) generally disagreed.

The study also sought to investigate whether county leadership strives to achieve the set vision. It was realized that 3.1% (10) strongly disagreed, 9.2% (31) disagreed, 29.2% (99) were undecided, 44.6% (151) agreed and 13.8% (47) strongly agreed. As indicated by the high percentage 58.4% (197), Majority of the respondents agreed that county leadership strives to achieve the set vision.

The third item under this theme was to establish whether the county vision statement is clear towards social welfare. It was established that 1.5% (5) strongly disagreed, 6.2% (21) disagreed, 6.2% (21) were undecided, 21.5% (73) agreed and 64.6% (218) strongly agreed. As indicated by the high percentage 86.1% (291), majority of respondents agreed that the county vision statement is clear towards social welfare.

The fourth item under this theme was to establish whether county leaders understands citizens' issues thus strives to meet them. It was found that 9.2% (6) strongly disagreed, 7.7% (26) disagreed, 3.1% (10) were undecided, 38.5% (130) agreed and 41.5% (140) strongly agreed. General, it was evident that 80.0% (270) of respondents agreed that county leaders understands citizen's issues thus strives to meet them.

The study sought to establish whether their immediate boss seeks different prospective when solving problems. The responses were as follows: 4.6 (16) strongly disagreed, 9.2% (31) disagreed, 16.9% (57) were undecided, 60.0% (203) agreed and 9.2% (31) strongly agreed. Therefore, all respondents 69.2% (234) generally agreed that their immediate boss seeks different prospective when solving problems.

Respondents were asked to state their observation on whether county leaders are more interested with satisfying the citizens. As tabulated in **Error! Reference source not found.3** they observed as follows: 4.6% (16) strongly disagreed, 9.2% (31) disagreed, 16.9% (57) were undecided, 60.0% (203) agreed and 9.2% (31) strongly agreed. Therefore, majority 69.2% (234) of the respondents generally agreed that county leaders are more interested with satisfying the citizens. However, 30.8% (20) generally disagreed.

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The study also sought to investigate whether county leaders encourages the staff to stick to the county vision. It was realized that 3.1% (10) strongly disagreed, 9.2% (31) disagreed, 29.2% (99) were undecided, 44.6% (151) agreed and 13.8% (47) strongly agreed. As indicated by the high percentage 58.4% (197), Majority of the respondents agreed that county leaders encourage the staff to stick to the county vision.

**3.3. Regression Results of Visionary leadership**

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Service delivery) which can be predicted from the independent variable (Visionary leadership) **Table 3.4** shows the analysis results.

**Table 3.3: Regression Results of Visionary leadership**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 <sup>a</sup>	.438	.436	.69704	.438	261.510	1	336	.000
a. Predictors: (Constant), mean visionary									
Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.		
		B	Std. Error	Beta					
1	(Constant)	1.049	.160			6.566	.000		
	Visionary leadership	.677	.042	.662		16.171	.000		
a. Dependent Variable: service delivery									

The results presented in Table 4.4 indicate that the coefficient of determination (R<sup>2</sup>) is 0.438. This means that visionary leadership can account for approximately 43.8% of the variance observed in service delivery. The F test, with a value of (1, 336) = 262.510 and p < 0.05, supports the goodness of fit of the model in explaining the variation in the dependent variable. Consequently, it suggests that visionary leadership is a significant predictor of service delivery.

The unstandardized regression coefficient (β) for Visionary leadership is 0.677, with p < 0.005. This indicates that a significant change in service delivery can be expected for each unit change in Visionary leadership, with an increase of 0.677.

The regression equation to estimate service delivery based on Visionary leadership is expressed as follows:  $Y_{fp} = 1.049 + 0.677X_1 + \epsilon$

The first null research hypothesis (H01) which posited that there is no significant effect of Visionary leadership on service delivery, is rejected based on both the correlation coefficient (r) and coefficient of determination (R<sup>2</sup>). The findings demonstrate that Visionary leadership has a significant positive effect on service delivery (p < 0.01), explaining 43.8% of the variance in service delivery. Therefore, the first null hypothesis is rejected, suggesting that visionary leadership does have a significant effect on service delivery.

These findings concur with a previous study by Titus and Cheruiyot (2016) that examined the impact of strategic leadership on the outputs of tea estate organizations in Nandi County. Although their study was conducted in the private sector, it supports the notion that visionary leadership influences organizational outputs. The study concluded that visionary leadership was the most significant factor in influencing outputs in the tea estate organizations in Nandi County. However, it is important to note that the generalization of these findings to the public sector, which is governed by constitutions and legal laws, may require caution due to the differences in context.

**3.4. Service delivery**

Respondents were given statements on service delivery and were required to state their level of agreement. The pertinent results are presented in Table 4.4.

**Table 3.4: Service delivery**

Service delivery	1	2	3	4	5	Mean	Stdev
Customer satisfaction is high	6.2 (21)	4.6 (16)	10.8 (37)	36.9 (125)	41.5 (140)	4.03	1.13
Customer complaints are few	4.6 (16)	4.6 (16)	12.3 (42)	38.5 (130)	40 (135)	4.05	1.07
Assigned tasks are accomplished within time given	4.6 (16)	9.2 (31)	9.2 (31)	44.6 (151)	32.3 (109)	3.91	1.10
I am commented and rewarded for the work done	1.5 (5)	3.1 (10)	13.8 (47)	53.8 (181)	27.7 (94)	4.03	0.83
I report to duty and leave duty on time	6.2 (21)	4.6 (16)	10.8 (37)	36.9 (125)	41.5 (140)	4.03	1.13
Quality of services offered is high	6.2 (21)	4.6 (16)	10.8 (37)	36.9 (125)	41.5 (140)	4.03	1.13
My department has received positive comments from the community on service delivery	4.6 (16)	4.6 (16)	12.3 (42)	38.5 (130)	40 (135)	4.05	1.07
Overall						4.01	1.05

Customer satisfaction: 125 (36.9%) respondents agreed that customer satisfaction is high, while 140 (41.5%) strongly agreed. The mean is 4.03, indicating a relatively high level of agreement, but the standard deviation of 1.13 suggests a significant deviation from the mean. The majority of respondents, 265 (78.4%), agreed that customer satisfaction is high.

Customer complaints: 130 (38.5%) respondents agreed that customer complaints are few, while 135 (40.0%) strongly agreed. The mean is 4.05, indicating a high level of agreement, and the standard deviation is 1.07. The majority of respondents, 265 (78.5%), agreed that customer complaints are few.

Timely accomplishment of assigned tasks: 151 (44.6%) respondents agreed that assigned tasks are accomplished within the given time, and 109 (32.3%) strongly agreed. The mean is 3.91, suggesting a relatively high level of agreement, with a standard deviation of 1.10. The majority of respondents, 260 (76.9%), agreed that assigned tasks are accomplished within the given time.

Recognition and rewards: 181 (53.8%) respondents agreed that they are commented on and rewarded for the work done, while 94 (27.7%) strongly agreed. The mean is 4.03, indicating a high level of agreement, and the standard deviation is 0.83. The majority of respondents, 81.5%, agreed that they receive comments and rewards for their work.

Punctuality: 125 (36.9%) respondents agreed that they report to duty and leave duty on time, while 140 (41.5%) strongly agreed. The mean is 4.03, suggesting a high level of agreement, and the standard deviation is 1.13. The majority of respondents, 265 (78.4%), agreed that they report to duty and leave duty on time.

Quality of services: 125 (36.9%) respondents agreed that the quality of services offered is high, while 140 (41.5%) strongly agreed. The mean is 4.03, indicating a high level of agreement, and the standard deviation is 1.13. The majority of respondents, 265 (78.4%), agreed that the quality of services offered is high.

These findings concur with the works of Muthui (2016) and Sprite, Ongori, and Bosire (2017). Muthui's study focused on factors affecting service delivery in the County Government of Kitui in Kenya, while Sprite, Ongori, and Bosire's study examined service delivery challenges in Turkana Central Sub-county. The studies established that factors such as resource mobilization, public participation, and accountability affect service delivery. Strategic leadership was identified as a potential solution to address challenges in service delivery.

It is important to note that the studies mentioned above focused on specific contexts (Kitui County Government and Turkana Central Sub-county) and may have different characteristics and dynamics compared to the current study's context

(Constituency Development Fund of Kanduyi). Therefore, while these studies provide some support for the findings, caution should be exercised when generalizing the results across different contexts.

#### 4. SUMMARY OF FINDINGS

The study examined the perceptions of respondents regarding visionary leadership in county governments and its impact on service delivery. The majority of respondents agreed that county leadership sets a vision geared towards better service delivery and makes efforts to achieve it. They also agreed that the county vision statement is clear towards social welfare and that county leaders understand citizens' issues and strive to meet them. Additionally, respondents generally agreed that their immediate bosses seek different perspectives when solving problems and that county leaders are more interested in satisfying the citizens.

The first objective of the study was to investigate the influence of visionary leadership on service delivery. Using Pearson correlation and linear regression analysis, the study found a significant positive effect of visionary leadership on service delivery. Visionary leadership was identified as a useful predictor of service delivery and accounted for a significant amount of variance in service delivery outcomes. As a result, the research hypothesis that there is no significant effect of visionary leadership on service delivery was rejected. The study highlights the importance of visionary leadership in county governments and suggests that county leaders should prioritize developing and implementing visionary leadership practices. By doing so, county governments can enhance their service delivery, respond effectively to citizens' needs, and improve overall performance.

##### 4.1. Conclusion

The first objective of the study aimed to investigate the variables of visionary leadership, transactional contingent reward, and decentralization as independent variables, with strategic leadership organizational culture as the moderating variable. Multiple regression analysis was conducted using a model that included all of these variables to determine their effects on service delivery. The study found that all of the variables had a significant effect on service delivery. When the variables were held at zero or absent, the service delivery outcomes would be significantly different. Specifically, visionary leadership had the largest unique significant contribution to the model. This suggests that when controlling for the other variables in the model, a unit change in visionary leadership would result in a significant change in service delivery in the same direction, indicating the importance of visionary leadership in driving positive service delivery outcomes.

Furthermore, decentralization also made a unique significant contribution to the model. This implies that when the other variables in the model are controlled for, a unit change in decentralization would lead to a significant change in service delivery in the same direction. This highlights the impact of decentralization efforts on improving service delivery. Overall, the study demonstrates the significance of visionary leadership and decentralization in influencing service delivery. These findings suggest that enhancing visionary leadership practices and implementing decentralization strategies can contribute to improved service delivery outcomes in the context of the study.

##### 4.2. Recommendation

The study provides the following recommendations:

- i. The government should provide capacity building for county governance and leadership: To ensure effective leadership approaches are implemented, it is recommended that the government invest in capacity building programs for county leaders. This will help them acquire the necessary skills and knowledge to effectively lead and manage their jurisdictions, ultimately ensuring value for devolution.
- ii. The county government leadership should prioritize citizen-centric practices: It is recommended that county government leadership prioritize leadership practices and approaches that foster close interaction with the citizenry. This includes actively engaging with citizens, seeking their input, and incorporating their perspectives into decision-making processes. By doing so, county leaders can bring devolution closer to the people and ensure that their needs and aspirations are taken into account.
- iii. Citizens should exert meaningful pressure on county governments: The study suggests that citizens of Kenya should put adequate but meaningful pressure on county governments to ensure they deliver on their stipulated mandates. This can be



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achieved through active civic participation, such as attending public meetings, voicing concerns, and holding county leaders accountable for their actions. By actively engaging in the governance process, citizens can contribute to the improvement of service delivery and the overall effectiveness of county governments.

iv. These recommendations aim to enhance leadership effectiveness, promote citizen engagement, and foster accountability in county governments, ultimately leading to improved service delivery and better outcomes for the people of Kenya.

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