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## INFLUENCE OF STRATEGIC LEADERSHIP ON SERVICE DELIVERY IN THE COUNTY GOVERNMENT OF BUSIA, KENYA

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### ABSTRACT

In an Info track survey of August (2018), 76.7% of interviewed citizens of Busia County said that they are only surprised to see un-prioritized projects coming up. The County Government of Busia was also faulted for poor absorption of development and recurrent funds at a rate of 48.3% and 58.2% respectively. These disparities could be accredited to poor leadership in the County Government of Busia. The purpose of the study was to investigate the influence of strategic leadership on service delivery in the County Government of Busia, Kenya. The study was guided by Trait Leadership Theory and Strategic Leadership Theory. Data was analyzed using Statistical Package for Social Sciences (SPSS) Software version 24. The study was anchored on the explanatory research design.



Target population consisted of 2,977 employees from the ten (10) Departments of the County Government of Busia from which a sample size of 353 respondents was arrived at. Study results were presented in the form of frequency distribution tables, graphs and pie charts that facilitate description and explanation of the study findings. From the results, strategic leadership had a significant positive influence on service delivery with  $p < 0.01$  and it significantly accounted for 57.9% variance in service delivery ( $R^2 = 0.579$ ,  $p < 0.05$ ). The study concluded that visionary leadership had significant influence on the service delivery in the County Government of Busia. The study recommends that employees in management positions in Busia county government to embrace visionary leadership by developing relevant sustainable development plans, setting clear performance targets and rewards as well as ensure that services meet all residents' needs and expectations. These study findings are helpful in policy formulation in Busia County governments and industry.

**Keywords:** *Visionary Leadership, Service Delivery, County Government of Busia*

## BACKGROUND OF THE STUDY

As Gaster and Squires (2003) state, public service delivery is the most important element in the public sector. Public service is a term often used to mean services provided by the government to the citizens, either directly (through the public sector) or indirectly by financing the private provision of the service. Service delivery (SD) is defined as the definite creation of a service such as lighting the streets or collecting waste and disposing it (Municipal Research and Services Center, 2015). Service delivery is operationalized through organizations profitability, customer satisfaction rates, effectiveness and efficiency. According to Whitaker (2014), depending on the type of service that is on offer, every service has a principal purpose of changing client as well as the customer is the main beneficiary. The client determines the quality-of-service delivery by looking at customer satisfaction levels, number of clients served and timely service.

There are numerous examples of users' lack of knowledge about key aspects of service provision; for example, in Uttar Pradesh, only 7% of those polled were aware of their village education committee, and less than 15% of parents had complained about their school (Ringold *et al.*, 2012). Studies have found that there is a lack of awareness of funds received for local service provision, for example in Uganda and Tanzania, where tracking of school capitation grants revealed that significant levels of funds had not found their way to intended schools, something not previously known to local communities (Sundet, 2008). Other studies for example, have found that marginalized groups can be particularly disadvantaged when it comes to service delivery. People living in the slums of Indonesia's, the Philippines', and Kenya's capital cities may pay five to ten times more per unit of water than those living in high-income areas of their own cities (and more than consumers pay in London or New York) (UNDP, 2006).

Furthermore, the poorest 20% of households in El Salvador, Jamaica, and Nicaragua can spend more than 10% of their household income on water, whereas in the United Kingdom, a 3% threshold is considered a sign of hardship (UNDP, 2006). Leadership is a major research topic in the corporate and academic sectors, and tremendous progress has been made in unraveling some of the enduring mysteries associated with leadership (Avolio, Walumbwa, and Weber, 2009). Leadership research will be more prevalent in the coming decades than at any other time in human history (Kumar, 2018). Over time, researchers and practitioners have come to believe that leadership is a malleable developmental process, and with constant advancement in the field of research, it has rarely disagreed with what came before it (Kumar, 2018). These include the question of whether leaders are born or made.



How have successful leaders been influenced by their followers? Can charismatic leaders change the game by building and destroying societies, and what impact will technology have on leaders' performance in groups and individuals (Avolio, Walumbwa & Weber, 2009). The study of leadership can be traced back to the ancient Egyptians, the Greek philosophers such as Plato, Socrates, and Aristotle. To the Arabian civilization, it was Ibn-Khaldun in 1377. However, the understanding and importance of leadership studies emerged in the early part of the twentieth century but a social-scientific approach to study did not emerge until 1930's (Ozera et al., 2014). The effectiveness of leadership began at few of the centers in Iowa 1930, Michigan and Ohio states during 1940's and 1950's (Avolio, Reichard, Hannah, Walumbwa, Fred & Adrian, 2009). The first research studies concentrating on the leader were by Tannenbaum and Massarik in 1957 (Almohaimed & Saleh, 2014). Strategic leadership is defined as the leader's ability to predict, maintain flexibility, and empower others to effect strategic change as needed (Hitt *et al.*, 2012). It is multifunctional and pertains to managing others as well as organizations in order to meet the challenges of today's globalized business environment. Strategic leadership also necessitates knowledge of how to manage both the internal and external business environments, as well as how to engage in complex information processing (Deeboomee & Ariratana, 2014). Many changes have occurred in the field of strategic leadership over the last 20 years. On a practical level, good business leaders can identify and overcome obstacles.

A leadership environment is described in three levels by distinct elements: complexity, time horizons, and focus (Guillot, 2003). Leaders are required to be direct, general and strategic (Jacobs, 2006). Visionary/strategic leaders develop mission and vision statements of organizations, set objectives and goals and also work on developing new products and ensuring employees' commitment to an organization's vision (Saba, Tabish & Khan, 2017). Visionary leaders also pass down relevant information to their followers regarding desired organizational outcomes as well as promoting impactful changes in their organizations. Such leaders get help from their organizational visions, making most charismatic leadership theories to be anchored on this phenomenon (Kurland, Peretz & Hertz-Lazarowitz, 2010). A visionary leader links the current and the imminent organizational goals. One important leadership feature is ensuring proper communication of a clear vision. The clarity and principal of a vision must be known by employees at all times.

Rather than in public sector organizations, extensive research on service delivery innovation has been conducted in the private sector (Alam, 2002; Baker & Shinkula, 2007; Ordanini & Parasuraman, 2011). Because they are accountable to the public or citizens of a nation, public service organizations, like private sector organizations, are compelled to engage in service delivery innovation processes. To achieve a competitive service position, government departments, as service organizations, must deliver services and products to the public in novel and creative ways, utilizing their specialized competences in the form of knowledge and skills (Vargo & Lusch, 2004). The 47 county governments were established by the Constitution of Kenya (2010) with the aim of improving efficiency in service delivery. According to the auditor general (2018) report, over 23% of funds allocated counties in the budget of the financial year 2016/2017 were embezzled with over 55.4% of development budgets allocated for county governments having been misappropriated. This situation has raised questions on the efficacy of devolution and value for money in county governments.



A report by the Controller of Budget (2019) on county budget expenditure justifies the above gap with the missing link in effective leadership stating that poor leadership at the county governments could be the major contributor to the poor appropriation of funds. Presently, studies point out that more than 51% of residents of various county governments were dissatisfied with the kind of services they receive from their county governments (Transparency International, 2014). A study conducted by Sagala (2015) on how leadership influences service delivery by the county governments in Kenya established that increasing the participation of the public in governance issues can positively contribute to Kenya's plan to hasten growth and deal with long-standing disparities in economic prospects, investment, and good service delivery in various regions of the country. Supporting decentralization to devolved units has greatly promoted this cause. In this light, county governments ought to play their role of ensuring this aspiration is realized by thoughtfully involving their citizenry in the various levels of decision making and planning for development. The Controller of Budget Report, (2019) however puts doubts on key constitutional demands like public participation, stakeholder involvement, project relevance and budget of recurrent versus development budgets. There is minimal evidence of citizen involvement in the decision-making process through the project cycle. Citizens of Busia County raised issues with the fact that they are only surprised to see projects coming up and as much as they appreciated those projects, they wouldn't treat them as priority projects were they asked to decide.

## **STATEMENT OF THE PROBLEM**

There are noble works being done, such as road development and sports facilities, but the Controller of National Budget stated that the County Government should prioritize capacity building for its staff, citizen public participation on critical county projects and programs, key stakeholder involvement in project decisions, and project relevance (Annual County Governments Budget Implementation Review Report, 2016). Throughout the project cycle, there is little evidence of citizen participation in decision-making and the staff is woefully undertrained. For example, 76.7 percent of interviewed Busia County residents stated that they are only surprised to see projects coming up and that, as much as they appreciated those projects, they would not prioritize them if given the choice (Info Track Survey, 2019). In the fiscal years 2018/2019, the County Government of Busia was also chastised for spending so much on development projects (73.1 percent) while spending recurrent budgets unequally (26.9 percent), resulting in a budget imbalance (Controller of Budget Annual Report, 2019). These disparities may be attributed to ineffective leadership in the Busia County Government. The main idea behind decentralization was to bring control and resources closer to the people and improve governments' ability to meet their citizens' needs. The aforementioned gaps obstruct devolution aspirations significantly.

A number of studies have been conducted in Kenya to determine how strategic leadership affects service delivery. Mulama (2018) conducted a study to investigate how strategic leadership affects service delivery in Kenyan county governments. According to his research, strategic transformational and transactional leadership can improve service delivery by 68 percent. However, by simply reviewing related previous studies, the study failed to employ quantitative techniques. The current study filled this research gap by employing quantitative data collection techniques such as administering questionnaires and analyzing the collected data. Rigil et al. (2018) conducted a study to establish the link between strategic leadership and service delivery among Kenyan County Governments. According to the study findings, transactional contingent reward and decentralized leadership have a negative influence of 56.4 percent on service



delivery. The gaps mentioned here were the motivations for this research.

## **OBJECTIVE OF THE STUDY**

The objective of this study was to investigate the influence of strategic leadership on service delivery in the county government of Busia, Kenya.

## **THEORETICAL FRAMEWORK**

The study was guided by the Trait Leadership Theory and Strategic Leadership Theory as discussed in the subsections that follow.

### **Trait Leadership Theory**

Main works talking about the trait theories were done by Stogdill (1948 and 1974), Mannin (1959), Kirkpatrick (1986) and Lord (1991). This is evidence that the trait theories were quite noticeable in the early 90s. During the period between 1920's and 1930's, a lot of leadership research focused on the traits that differentiate leaders from non-leaders. Trait theory is one of the earliest leadership theories and it focuses on what ineffective leader is and not what an effective leader does. As indicated by Bhatia (2009), trait theory hypothesizes that there are sets of qualities and attributes that are related with effective leaders. The noticeable attributes for fruitful leaders incorporate physical qualities, social qualities, and assignment related qualities which are intrinsic and empower a leader to be effective. Empirical investigations supporting trait theory have discovered proof that there are attributes that add to organizations' adequacy and outputs (Northouse, 2013). The list of leaders' qualities, be that as it may, is colossal and keeps on developing as leaders rise.

In spite of various investigations on the assorted variety of leadership characteristics, certain reactions have been levelled out on the trait leadership theory (Northouse, 2013). For example, it is contended out that leadership can be nurtured, learned, and not essentially an inborn entity as has been the case in the history of mankind where some very effective leaders emerged. A different criticism is that leadership qualities are not necessarily inborn, mysterious or divine (Northouse, 2013). It is apparent that leaders do not necessarily succeed because they have some traits or lack others (Bhatia, 2009). Literature proves that personal traits are important in leadership even though environmental factors also contribute to effective leadership (Bhatia, 2009; Northouse, 2013). Based on these points, Bhatia (2009) suggests that organizational effectiveness is not necessarily achieved by good leadership traits and qualities.

Maybe trying to finish up the conversation on qualities, Northouse (2013) segregated five characteristics which lead to authoritative changes in particular insight, fearlessness, assurance, trustworthiness, and friendliness. These characteristics are intriguing on the grounds that they link well with the key initiative practices. The qualities referred to out in numerous attribute hypotheses connect to vital administration rehearses with respect to pioneer qualities, capacities, and adequacy in a duty or association. Understanding the job of leadership attributes in strategic leadership rehearses is significant particularly where achievement is not reliant on a solitary factor. This is progressively significant in light of the fact that the attribute explicit leader has qualities why the person in question is a significant resource in the service delivery. This



theory adds to the precepts for fruitful strategic leadership practice that underlie leaders' qualities, capacities, and information which drive service delivery in County Government.

### **Strategic Leadership Theory**

This theory was hypothesized by House and Baetz (1979). Strategic leadership enables leaders to make and re-make reasons behind an organization's existence. As per Kabetu and Iravo (2018), strategic leaders shape the strategic missions and as well as key activities for the plan of action and execution of methodologies which yields vital seriousness or good returns. Various researchers have showed generous enthusiasm for strategic leadership, for example, reflected in works by Bradley and Barrick (2008). This intrigue was featured in the complete treatment of vital administration by Finkelstein, Hambrick and Cannella (2009). Carter and Greer (2013) wonder how a strategic leader influences organizational output. Further Ireland and Hitt (1999) saw that strategic leaders make meaning and reason for the organization with an incredible vision affirmation. It is obvious from writing that associations are set up to accomplish certain vital objectives. The leader has the ability to impact authoritative individuals to contribute successfully towards the achievement of pre-decided objectives and destinations.

This is additionally affirmed by Awan, Qureshi and Arif (2012) who saw that strategic leadership in non-governmental organizations prompted improved outputs. In an audit of strategic leadership in the main decade of the twenty-first century, Hitt, Haynes and Serpa (2010) noticed that various key hierarchical pioneers have neglected to manage natural disturbance. The disappointments in many associations were seen to be because of absence of key authority. In like manner, Kirimi and Minja (2010) saw that associations bomb when the administration neglects to offer their vision for the association to its adherents, have not persuaded supporters why they ought to be enthusiastic, and which they neglect to make representatives faithful to the hierarchical motivation. Experimental audit found that vital authority guides association in manners that bring about the arrangement of a key plan and key crucial.

Goffee and Jones (2006) give proof that when chiefs practice vital administration this prompts improved hierarchical execution. In certification to this contention, Kirimi and Minja (2010) see that strategic leadership is in no question essential to all organizations. Also, Hughes and Beatty (2005), affirm that strategic leadership prompts accomplishment of the destinations of the association. Also, Serfontein (2010) hypothesized that the essential objective of a strategic leadership is to increase a superior comprehension of the business conditions, nature and different viewpoints that help recognize future difficulties. Ahmed (2013) declares that key initiative incorporates both the administration and authority capacities where the TMT fill in as accomplices in vital issues. As per Gill (2011), strategic leaders must have the option to build up the association's vision, crucial and culture or more all, screen progress and changes in the earth with the end goal of guaranteeing procedures are engaged, important and substantial. Along these lines, this hypothesis is pertinent to this investigation as it helps in understanding effect of strategic leadership on service delivery.



## EMPIRICAL LITERATURE REVIEW

Rigii *et al.* (2018) investigated the relationship between strategic leadership and service delivery in the County Governments in Kenya. The survey used in the study was cross-sectional in nature. From the forty-seven counties, sample population data was acquired. The investigation made use of extremely crucial data that was acquired through a well-organized survey. Strategic leadership was found to have a significant impact on service delivery among County Governments in Kenya, according to the study. The investigation covered 47 distinct areas without directing diverse elements, such as hierarchical organization, which makes the results questionable. Serfontein (2010) looked at how strategic leadership influences operational approach and productivity in South African businesses. The impact of strategic leadership on outputs was explored in particular. Experimental cross-sectional phone research was directed to resolve the examination issue. The primary 200 recorded organizations for 2008, as published in the Financial Mail, were used as the study's model. The (CEO) or a representative from the official group was the main participants in this study. The findings of the analysis indicated that strategic leadership is authentically and emphatically linked to an organization's operational plans and outcomes. It had a positive relationship with business strategy as well as operational excellence in South Africa. Nonetheless, the study concentrated on organizational outputs and not on service delivery and the study was conducted outside the study area, Busia County Government, that is, in South Africa.

Saba *et al.* (2015) conducted research on the aspects of visionary initiative in the showcase of people in the workplace, with the main goal of the investigation being to look into the role of administration in the showcase of people in conjunction with the directing role of authoritative citizenship conduct. Information was gathered from workers in the administration sector in the Pakistani cities of Rawalpindi and Islamabad. A total of 350 surveys were distributed, and 275 polls were reacted to. The analysis revealed that there is a significant link between the elements under investigation. The impact of strategic leadership on the outputs of tea estate organizations in Nandi County was studied by Titus and Cheruiyot (2016). They employed descriptive research design on a population of nineteen (19) tea domains as a target. The study divided the target population into 19 top-level supervisors, 38 middle-level heads, and 57 lower-level administrators. The 36 people who took part in the study were chosen in this manner, and 32 of them filled out and returned questionnaires, resulting in an 89 percent return rate, which was adequate to proceed with the data analysis. The data was acquired through closed and open-ended polls, all of which were determined to be of unquestionable quality and legitimacy. Strategic leadership is thought to have an impact on organizational outputs, according to the study. According to the findings, the most important factor influencing outputs in Tea domain organizations is. Nandi County is visionary. In any case, the examination was not done in open division however private area thusly, making it for the discoveries to summed up in open segment which are represented by constitutions and other legal laws.

Gakuya (2015) investigated the influence of strategic leadership and competitive advantage at Chase Bank Kenya Limited, as well as the challenges they faced. A meeting aide and key witness interviews were used to acquire raw data from persons who took part in the research. A total of five interview guidelines were distributed. Secondary data was gathered from existing documents, such as annual reports, records, print media, scholastic works reviews, and diaries. The findings of the investigation revealed that strategic leadership at Chase Bank Kenya Limited was viewed as the



association's visionary authority, with procedures managed in the bank that ensured need-based agreements were reached, resulting in a competitive advantage over other enterprises. The examination utilized both primary and secondary information. Further, explore approach was blended; nonetheless, just discoveries from quantitative primary information were gathered. In the Republic of Kenya, Nairoti (2014) investigated how strategic leadership affects the outputs of business and budgetary State businesses. Descriptive research design was used by the researcher. The target audience consists of Kenya's forty-eight corporate and financial leaders. The study included human resources and human capital who were involved in the plan formulation. Questionnaires were used to collect main data. The research tools had a response rate of 77.1 percent (37 out of 48 those who took part in research). The study of strategic leadership in business and monetary state firms showed that it was a positive imaginative project. The survey did not reveal how visionary administration influenced outputs, which is something that this analysis will look into at the county level.

Joel (2016) conducted research to determine the impact of strategic leadership on the outputs of Kenyan commercial banks. It used questionnaires that were distributed to 42 participants in the study, with 33 responding. Participants in the study comprised human resource managers, operations managers, and financial managers. The response rate was 78.57 percent, which is quite good for analysis. Strategic leadership and outputs have a positive relationship, according to this study. Strategic leadership is responsible for 87.6% of the fluctuations in financial outputs. The elements of strategic leadership have a good synergistic effect on organizational results. The elements of strategic leadership form a good synergistic influence on the outputs of organizations. The banks which have a vision and mission which are widely shared throughout the organization and can be reflected in the banks activities and have elaborate processes of strategy formulation involving all employees, which results to long term strategies, tend to have clear corporate, business and functional level strategies.

## **RESEARCH METHODOLOGY**

This study used an explanatory research design. This design focuses on explaining aspects of your research the researcher begins with a broad concept and then employs research as a tool to lead to the subjects that will be addressed in the near future. Explanatory research is a method for determining why something happens. This type of research can serve as a springboard for more in-depth investigations. Explanatory research can help you understand how to determine the root cause of a situation and fill gaps in missing information (Creswell, 2013). The target population consisted of 2,977 employees from the ten (10) Departments of the County Government of Busia (See Table 1). First, the 2,977 of those who participated in the study were categorized using stratified random sampling into ten (10) departments (County Governments Act, 2012). The technique of simple random sampling was used to obtain 353 those who took part in research from 2,977 where every individual had an equivalent possibility of being included in the sample. The sample size was determined using Slovin's formula:

$$n = \frac{N}{1+(N \times e^2)}$$

This method of sampling is applicable in studies where the sample is selected from a population which is not homogeneous (Orodho, 2003). Given the population  $N = 2,977$  then the sample size  $n = 2,977 / (1 + (2977 * 0.05^2)) = 352.67$  353. The sample size of 353 was apportioned as shown in the Table 1 using proportionate sampling technique. This technique was utilized when the populace is made out of several subgroups that are inexplicably unique in number.



**Table 1: Target Population and Sample Size**

Departments	Targeted Population	Sample Size (%)
Water, Environment and Natural Resources	64	08 (2.3%)
Education, Youth Affairs and Sports	456	54 (15.4)
Public works, Roads, Energy and Transport	188	22 (6.2)
Health	1,347	160 (45.3)
Public Service Management	165	20 (5.7)
Agriculture, Livestock and Cooperative Development	276	33 (9.3)
Lands, Housing and Urban Planning	234	28 (7.9)
Gender, Culture Sports and Youth Affairs	63	07 (2.0)
Finance, Economic Planning and ICT	145	17 (4.8)
Trade, Cooperative and Industry	39	04 (1.1)
<b>Total</b>	<b>2,977</b>	<b>353 (100)</b>

Structured questionnaires were used to collect primary information because of their ease of administration. Structured questionnaires were the best for the large sample because they give an even stimulus and are good for easy storage of information. Descriptive and inferential statistical data analyses methods were used. The data analysis process was primarily comprised of coding and categorizing data using the SPSS IBM version 22. The data was cleaned, coded, and categorized for each variable before being analysed using content analysis. The quantitative data were analysed descriptively using percentage frequencies, mean ( $\bar{X}$ ) and standard deviation (Std. Dev.) The Pearson's correlation coefficient and a simple linear regression analysis were used in the inferential statistics which was also used to test hypotheses. Simple regression analysis model is as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

**Where:**

Y= Service Delivery

$\beta_0$  = y-intercept/constant

$\beta_1$  = Regression coefficient for Strategic Leadership

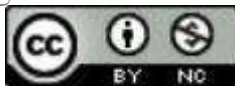
$X_1$  = Strategic Leadership

$\varepsilon$  =Error term- random variation due to other unmeasured factors

**RESEARCH FINDINGS**

**Descriptive Analysis of Strategic Leadership**

Those who took part in research were asked to indicate the extent of agreement with each of the strategic leadership statements. The pertinent results are presented in Table 2. Those who took part in research were asked to state their observation on whether the county leadership was strategic towards better service delivery.



**Table 2: Pertinent results on Strategic Leadership**

Strategic leadership	1	2	3	4	5	Mean	Stdev.
The Leadership of the county has the vision that is focused on improved service delivery	4.6 (16)	9.2 (31)	16.9 (57)	60 (203)	9.2 (31)	3.1775	1.20502
The focus of the County is to ensure set vision is fulfilled	3.1 (10)	9.2 (31)	29.2 (99)	44.6 (151)	13.8 (47)	3.2278	1.15486
Vision of the County ensures achievement of social welfare	1.5 (5)	6.2 (21)	6.2 (21)	21.5 (73)	64.6 (218)	3.7722	1.37965
Issues affecting the Citizens are at the heart of County leadership	9.2 (31)	7.7 (26)	3.1 (10)	38.5 (130)	41.5 (140)	3.3491	1.49857
Solving of problems at the County takes multifaceted approach	4.6 (16)	9.2 (31)	16.9 (57)	60 (203)	9.2 (31)	3.0858	1.18411
Leaders prioritize solving Citizen issue more than anything else	4.6 (16)	9.2 (31)	16.9 (57)	60 (203)	9.2 (31)	3.1331	1.18222
County leaders encourages the staff to always work with the County Vision in mind	3.1 (10)	9.2 (31)	29.2 (99)	44.6 (151)	13.8 (47)	3.1095	1.15163
<b>Overall</b>						<b>3.265</b>	

As tabulated in Table 2 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 those who took part in research 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) SA. Of those who took part in research, 58.4% (197) were of the view that the County leadership strives to achieve the set vision.

The question on 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. Most of those who took part in research, 86.1% (291), were of the opinion that the focus of the County is to ensure set vision is fulfilled. The statement on whether issues affecting the Citizens are at the heart of County leadership. It was found that 9.2% (6) strongly disagreed, 7.7% (26) disagreed, 3.1% (10) were undecided and that most respondents, 80.0% (270), were of the view that the County leaders understand citizens’ 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, those who took part in research 69.2% (234) generally agreed that their immediate boss seeks different prospective when solving problems.

Those who took part in research were asked to state their observation on whether county leaders are more interested with satisfying the citizens. It was observed that: 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 those who took part in research generally agreed that leaders prioritize solving Citizen issue more than anything else. However, 30.8% (20) generally disagreed. The statement on whether County leaders encourage 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, 58.4% (197) of those who took part in research agreed that County leaders encourage the staff to always work with the County Vision in mind. The overall mean was 3.265.

### **Regression Results of Strategic Leadership and Service Delivery**

To establish how the variables of strategic leadership and service delivery, regression analysis was performed by running regression analysis of means of strategic leadership against service delivery as shown in Table 3. The results in Table 3 illustrated that  $R^2$  of 0.579 signified that visionary leadership could explain up to 57.9 % of the variance in service delivery. The F-test,  $(1,336) = 461.718$ ,  $p \leq 0.05$ , supports the goodness of fit of the model in explaining the variation in the dependent variable. It also meant that strategic leadership is a useful predictor of service delivery.



**Table 3: Regression Results of Strategic Leadership and Service Delivery**  
**Model Summary**

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	0.761 <sup>a</sup>	0.579	0.578	0.67230	0.579	461.718	1	336	0.000
<b>ANOVA</b>									
Change Statistics									
Model	Sum of Squares			df	Mean Square	F			
Regression	208.689			1	208.689	461.718			
Residual	151.866			336	.452				
Total	360.555			337					
<b>Regression Coefficients</b>									
Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig.			
		$\beta$	Std. Error	Beta					
1	(Constant)	0.994	0.146		6.833	0.000			
	Visionary leadership	0.927	0.043	0.761	21.488	0.000			
a. Predictors: (Constant), mean of strategic leadership									
b. Dependent Variable: service delivery									

The unstandardized regression coefficient ( $\beta$ ) value of strategic leadership was 0.927,  $p < 0.005$  and beta of 0.761. This indicated that a unit change in strategic leadership would result to change in service delivery by 0.927. The regression equation to estimate the service delivery as a result of strategic leadership was hence stated as:

$$Y = 0.994 + 0.927X_1 \dots \dots \dots Eq. 1$$

The hypothesis posited  $H_{01}$ : There is no significant influence of strategic leadership on service delivery was rejected using  $\beta$ , beta, R, t-value and R which illustrated that strategic leadership and service delivery were correlated and significant ( $p \leq 0.05$ ). Table 4.9 gives results for strategic leadership on service delivery. Change statistics illustrated that strategic leadership and service delivery were statistically significant ( $F = 461.718, P < 0.05$ ). F-value explains a significant amount of variance in the dependent variable (service delivery). Thus, the model was fit to predict service delivery using strategic leadership. These findings were confirmed by previous studies by Titus and Cheruiyot (2016) who analyzed the impact of on the outputs of tea estate organizations in Nandi County.



The investigation presumed that strategic leadership influences organizational outputs. The examination discovered that the most critical factor in impacting outputs in Tea domain organizations in Nandi County is visionary. In any case, the examination was not done in open division however private area they, making it for the discoveries to sum up in open segment which are represented by constitutions and other legal laws.

## SUMMARY OF FINDINGS

Most of those who took part in research, 86.1% (291), were of the opinion that the County Vision Statement is clear towards social welfare. 58.4% (197) of those who took part in research agreed that county leaders encourage the staff to stick to the County Vision. Those who took part in research 69.2% (234) generally agreed that their immediate boss seeks different prospective when solving problems. The  $R^2$  of 0.438 signified that strategic leadership could explain up to 43.8 % of the variance in service delivery. The F-test,  $(1,336) = 262.510$ ,  $p \leq 0.05$ , supports the goodness of fit of the model in explaining the variation in the dependent variable. It also meant that strategic leadership is a useful predictor of service delivery. The results illustrated that  $R^2$  of 0.579 signified that strategic leadership could explain up to 57.9 % of the variance in service delivery. The F-test,  $(1,336) = 461.718$ ,  $p \leq 0.05$ , supports the goodness of fit of the model in explaining the variation in the dependent variable. It also meant that strategic leadership is a useful predictor of service delivery. The unstandardized regression coefficient ( $\beta$ ) value of strategic leadership was 0.927,  $p < 0.005$  and beta of 0.761. This indicated that a unit change in Visionary leadership would result to change in service delivery by 0.927. The hypothesis posited  $H_{01}$ : There is no significant effect of strategic leadership on service delivery was rejected using  $\beta$ , beta, R, t-value and R which illustrated that strategic leadership and service delivery were correlated and significant ( $p \leq 0.05$ ).

## CONCLUSIONS

Strategic leadership was found a useful predictor of service delivery and this variable had the highest effect on the service delivery. This meant that if strategic leadership is enhanced in the County Government of Busia, that is, setting vision that is geared towards better service delivery, clear county vision statement geared towards social welfare, encouraging the staff to stick to the county vision and involving the County leadership in strategic decision making process, then service delivery would be improved by up to 57.9 %.

## RECOMMENDATIONS

The government should provide capacity building for the county governance; leadership to ensure effective leadership approaches are engaged to ensure value for devolution. The county government leadership should prioritize leadership practices and approaches that maximize touch with the citizenry and ones the bring devolution closer to the people. The citizens of Kenya should put adequate but meaningful pressure on the county governments to ensure they deliver according to their stipulated mandates.

## AUTHOR CONTRIBUTIONS

Titus Wamalwa Simiyu sought for the study authorization from the relevant government institutions like Graduate School of Kibabii University and National Commission for Science, Technology and Innovation. He developed the study methodology that comprised of research instruments that were used in data collection. He further analyzed, interpreted



and discussed the data. He undertook a literature review that included the background information on the study concepts and the theoretical context. He trained and supervised the research assistants as well as coordinated primary data collection. He also coded the collected questionnaires and thereafter undertook data entry and analysis using SPSS software. Dr. Kadian Wanyama Wanyonyi and Dr. Victor Lusala Aliata ensured that the published article conformed with the journal's formatting guidelines.

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## **CONFLICT OF INTEREST**

The authors declare that there are no conflicts of interest regarding the publication of this Manuscript. In addition, the ethical issues; including plagiarism, informed consent, misconduct, data fabrication and/ or falsification, double publication and/or submission,

redundancy has been completely observed by the authors.

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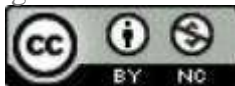
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