EFFECT OF REFORMS ON SERVICES DELIVERY IN MURANG'A COUNTY GOVERNMENT

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DECLARATION

I declare that this dissertation is my original work and it has not been previously published or submitted elsewhere for award for a degree. I also declare that this dissertation contains no material written or published by other people except where due reference is made and author duly acknowledged.

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I do hereby confirm that I have examined the master's dissertation of Mathenge Samuel Nderitu And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

The Kenya County Governments has a growing need to enhance service delivery as a key devolution objective. Insufficient funding, labor disputes, poor involvement in the budget process, and insufficient responsibility for the delegated resources from the exchequer are just a few of the difficulties the county has in providing services. The Auditor General has also repeatedly cited Murang'a County for failing to comply with a number of laws and regulations, which has had a significant impact on service delivery. The goal of this study was to determine how reforms affected the way the Murang'a County Government delivered services. The study's specific goals were to: evaluate the effects of automation on service delivery; ascertain the impact of procurement law changes on service delivery; ascertain the extent to which changes in motivational factors have an impact on service delivery; and ascertain the impact of leadership transition on service delivery in the Murang'a County Government. The study's methodology was a social survey utilizing mixed method. All 4,000 County Government employees made up the study's target population, from which a sample of 350 county employees was drawn. Data was gathered using a semi-structured questionnaire and processed with SPSS Version 22. The findings show a good and significant relationship between service delivery and reforms. Shows that reforms and service delivery at the County government of Murang'a had a strong linear relationship (correlation value of 0.830). The overall ANOVA results indicate that the regression model was significant at F=9.381 and (p<0.05) at 0.05 or 5% level of significant. Coefficient of determination (R^2) was 0.113 which was significant at 0.001 level. This implied that reforms explained about 11.3% of the variation in service delivery. While automation and procurement laws reforms were not significant in correlation with service delivery, Leadership Transition and changes in Staff Motivation were significant and depicted a positive relationship. The study therefore establishes that various reforms and the attendant changes had a significant influence on service delivery in County Government of Murang'a. While the results show that the changes under review only accounted for 11.3% (R^2= 0.113), the study concluded that changes in changes in staff motivation due to reforms had significant influence on service delivery in the county. The county staff play an important role in achieving the service delivery. To insulate service delivery from the negative effects of transition every electoral cycle, county staff should be given incentives to motivate in the light of changes that could disrupt service delivery. Also, the implementation of various changes should follow proper guidelines and timeline to ensure effective service delivery. The researcher recommends further studies on other possible factors that might also contribute to service delivery.

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ABBREVIATIONS AND ACRONYMS

IEBC –   Independent Electoral and Boundaries Commission

MCA –   Member of County Assembly

SWOT -   Strengths, Weakness, Opportunities, and Threats

CG -   County Government

KIIs -   Key Informant Interviews

NMR -   Nairobi Metropolitan Region

KNBS –   Kenya National Bureau of Standards

PLC -   Public Limited Company

CIDP -   The County Integrated Development Plan

ICT -   Information and Communications Technology

FRM -   Financial Resource Management

SPSS -   Statistical Package for the Social Sciences

MCG-   Murang'a County Government

NPM -   New Public Management

PPADA -   Public Procurement and Disposal Act

PMI -   Purchasing Managers Index

ASL -   Above Sea Level

EACC -   Ethics and Anti-Corruption Commission

UK -   United Kingdom

IFMIS -   Integrated Financial Management Information System

PFM -   Public Finance Management

AHADI -   Agile Harmonized Assistance for Devolved Institutions

UKAID -   UK Department for International Development

USAID -   US Agency for International Development

PFMA -   Public Finance Management Act

NPS -   New Public Service

OPERATIONAL DEFINITIONS OF TERMS

Automation: The technological upgrade undertaken by county governments to increase efficiency of collection and curb pilferages and errors (Wekesa et al., 2022).

Bureaucracy: Refers to a complex organization that has multilayered systems and processes that are put in place effectively make decision-making slow (Craig, 2023).

Change: A shift away from the current state due to intentional reforms or natural attrition (Fontaine et al., 2023).

Organizational Effectiveness: Achievement of outcomes set by an organization for itself in the areas of social responsibility, outcome accountability and overhead costs (Du & Yu, 2017).

Performance: The overall quality of a services and other deliverables in terms impact, value to beneficiaries, implementation effectiveness, efficiency and sustainability taking account of time and cost (Tong'I et al., 2018).

Reforms: An intentional overhaul to existing structures, law rules, regulations and policies with a view of enhancing the performance and standards of services delivered to the end-users (Onyango, 2018).

Service Delivery: Meeting the expectation of county residents by providing quality affordable services at the local level by county governments (Wandera et al., 2023).

CHAPTER ONE

INTRODUCTION

1.1 Background information

Service delivery is viewed as a collection of activities carried out by an organization with the goal of creating value, which includes specific services, economic activities, customer performance, and other organizational activities that are part of the value creation process (Edvardsson, 2005). Service delivery is a critical need for any company; it is the process of providing services to intended users as efficiently and swiftly as feasible (Onyoni, 2018). It is the obligation of county governments and government institutions to ensure that the public's welfare is preserved and improved.

On the other hand, Angahar (2013) looks at public service delivery as the provision of social or public goods that promote citizens' socio-economic well-being. Government provides a wide range of public services, including the provision of public utilities, security, economic development projects, and law enforcement, among others. According to Kayoed et al (2013), service delivery refers to tangible and intangible goods and services provided by the government in order to improve citizens' well-being. According to Carlson et al. (2005), these include social services (primary education and basic health care), infrastructure, and transportation (water, sanitation, roads and bridges).

The level of effectiveness of an organization is determined by its service delivery (Smoke, 2015). An organization's effectiveness is determined by how well it achieves its mission and goals. The concern for government stakeholders is to be able to provide and ensure the delivery of more effective public services, which has brought forth and emphasized the importance of good governance (Asiinwe, 2015). The global operating environment for public sector bureaucracies

has changed as a result of the demand for better services and more efficient, effective, and people-centered government (M'Mugambi, Okeyo, & Muthoka, 2021). The old public administration needed to change more frequently in order to address inherent inefficiencies and unethical behavior that had crept into government bureaucracies over time (Bryson, Crosby & Bloomberg, 2014; Hood, 1991). Public sector reforms are organizational changes implemented by governments around the world in response to ongoing pressures to modernize public services and make them more responsive to citizen needs (Scotland, 2016).

Governments, particularly in developing countries, have been implementing reforms as a developmental imperative to reduce poverty, improve livelihoods, and sustain good governance since the early 1980s (Van Dooren & Van de Walle, 2016). The clamor to change the government bureaucratic setting was informed by the evolving ideas of managing public service that had crystallized by the 1990s into the New Public Management (NPM) paradigm (Hood, 1991). Countries all over the world are shifting away from centralized government models (Nyaga & Nzulwa, 2017). Devolution has gained traction in developing countries, while federalism has lost favor due to its polarizing nature (Wagana et al, 2016). Kenya, Botswana, Burkina Faso, Ethiopia, Ghana, Mali, Mozambique, Nigeria, South Africa, Tanzania, and Uganda are examples of African countries with decentralized governments (World Bank, 2012).

Devolution also refers to the transfer of decision-making authority from higher to lower levels of an organization (Njenga & Sevilla, 2017). According to the Kenya Constitution's 4th Schedule, county governments are responsible for 14 functions, including agriculture, health, control of air pollution, cultural activities, county transportation, trade, local tourism, and cooperative societies. Others are planning and development, pre-primary education, village polytechnics, and childcare facilities, natural resources and environmental conservation, public

works and services, firefighting services and disaster management, and fostering community participation in governance (Transparency International Kenya, 2014).

Devolved service delivery is a function between county governments and the legislature (Karama, 2022), and it involves the transfer of power from a central government to sub-national (like counties, regional, or local authorities), which has been practiced for decades in many parts of the World (Nyaga & Nzulwa, 2017). It is an ambitious form of decentralization in Kenya, involving large-scale political, fiscal, and administrative decentralization (Kenya School of Government, 2015). Globally, Countries that have successfully implemented devolution include the United Kingdom, Germany, the United States of America, Canada, and Australia. South Africa, Nigeria, and Ethiopia are good examples of African Countries where devolution has been successfully implemented. Devolution as a democratic governance was advanced in order to transform the role of government in creating favorable conditions for effective public service by promoting public sector service quality, competence, and efficiency (Agwanda, 2019).

The devolved government system has produced a range of quality outcomes for various types of local government around the world (Ali, 2021). In South Africa, poor implementation of fiscal centralization of social infrastructure subsidies from regional to local governments hampered the latter's ability to fund on-the-ground hygiene and sewerage projects. The situation is worse in Nigeria, where federal states continue to struggle to provide services, with cases of resource embezzlement being reported on a regular basis across the states (Robinson, 2007).

The 2010 constitution envisaged that good service delivery would give value to the people in order to reap the benefits of devolved services (Gaitho et al., 2019). The Constitution strongly advocates the values of good governance, democracy, and accountability (Ngigi, 2019). Devolution, according to the Institute of Economic Affairs (2010), was a political response to

failures in the Country such as poverty, economic stagnation, corruption, inequalities, conflicts, and inefficient use of public resources. One of the most significant benefits of Kenya's devolved government system is that people, including marginalized and minority groups, can access government services and manage their own development and affairs. The realization of citizen participation in decision-making is likely to contribute positively to political stability, as well as to improved governance and citizen welfare (Hope 2014).

Despite these strides, County Governments continue to provide poor services due to among other reasons, interference in administration by Members of County Assembly (MCAs), insufficient community participation, insufficient budget allocation to meet the needs of the central government, lack of leadership in both politics and administration, poor infrastructure, and a lack of skills on county governments (Nduta et al., 2017). According to a World Bank report (2009), the numerous challenges that current countries face have necessitated the implementation of better and more efficient service systems capable of dealing with the problem both efficiently and effectively.

Other challenges may include overlap in the roles of some government agencies; delays in developing regulatory frameworks for related Acts of Parliament to smoothen implementation; weak monitoring of implementation of key strategies to ensure emerging issues are taken into account; inadequate capacity at county level to implement the reform agenda; corruption; and the fact that some of the institutions have not devolved their services to county level (Ong'era & Beverly Musili, 2019).

With each County receiving its share of revenue from the National Government, it is more important than ever to empirically measure the quality of governance in order to determine how effectively governments are responding to people's expectations (Nduta et al., 2017). Good

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management of financial and non-financial assets will benefit the county governments' long-term fiscal position and performance (Albury, 2007). Accountability is one of the pillars of good governance and necessitates the proper performance of tasks or functions by agencies such as the EACC, Auditor General, Senate, and County Assemblies.

1.1.1 Reforms and its impact on County Service Delivery

Reforms can range from an overall organizational level reforms affecting all employees to a process reforms affecting only a specific group or even an individual. In either case, it must be managed properly (Chepkemoi, 2015). Managing reforms is critical to the success of any business because it allows managers to think creatively about how to manage change while avoiding many of the pitfalls that other companies have encountered (Kukucha et al., 2018).

Changes in counties has an effect on service delivery. County governments' staffs have faced great challenges of delivering quality services to the people (Matanga & Miroga, 2020). Some of the causes of poor service delivery are; incompetence, political manipulation, corruption and lack of accountability and transparency, inadequate citizen participation, poor human and financial resource policies, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation (Kalava, 2016). Organizational change is also associated with influence on service delivery (Muteti & Wamitu, 2021). Various reforms undertaken in county government have also impinged upon service delivery, for instance automation of services, legal and political reforms.

Reforms in financial management is one of the major reforms implemented by devolved units. Revenue collection is the process by which an entity generates income in order to acquire assets and meet its financial obligations. County governments generate revenue through taxation, such as permit fees, cess, license fees, parking fees, and other means (Odd-Helge, 2006). When

County Governments fail to collect required revenues optimally, the public suffers as a result of being denied vital public services, posing a significant challenge to the devolution process (Fjeldstad & Heggstad, 2012).

According to Ndalila (2016), the legislative framework established by the PFM Act falls short of international best practices, allowing officers to mismanage funds. Despite the existence of finance management laws, many counties have found it difficult to account for disbursed funds. Counties did not allow for capacity development, training in modern public finance management techniques, and the office of the Accountant-General was not adequately resourced and funded to carry out its functions.

An effective public financial management system has long been regarded as an effective tool for promoting economic growth and development in any nation around the World. County Governments performance in Kenya is highly dependent on the effective implementation of existing public financial management reform strategies (Rugutt, 2019). Despite the milestones achieved in implementing PFM reform strategies in Kenya to date, many literature studies and reports show a great deal of concern about the performance of County Governments in Kenya, which is contrary to the reforms' agenda. The Integrated Financial Management Information System (IFMIS) is one such systems that has been implemented in Kenya.

Public procurement reforms in all areas of the World have been influenced by changing business and political environments, and they differ from one Country to the next because the World lacks global public procurement standards (Matanga & Miroga, 2020). With regard to public procurement, a global trend can be observed (Thai, 2008). Governments are responsible for four major economic activities related to public financial management: These includes providing

the legal and social framework, maintain competition, provide public goods and services, redistribute income and stabilize the economy.

Public procurement reforms were necessitated by evidence that public procurement was conducted through corruption, resource wastages and nepotism. People from marginalized communities, women, youths and persons living with disabilities were not effectively empowered to exploit reservations and preferences in public procurement. However, this aspect changed after the passing of the new Constitution in 2010, whereby Article 227 (2) provides that all government agencies and other related public institutions are required to conduct their procurement as per the stipulation of the Constitution, with due regard for transparency, fairness, equitability, cost-effectiveness and competitiveness (Ong'era & Beverly Musili,2019)

Overall, for successful implementation of public sector reforms, it is important to view the reforms as a process rather than a one-time event and, therefore, continuity is critical. Establishment of an autonomous body to coordinate the process will help to harmonize the activities across the two levels of government and across the various agencies. Reforms are expensive and therefore the role of development partners cannot be ignored. In addition, for the county governments, it is necessary to consider conditional grants from the National Government and external sources to support public sector reforms. While Kenya has embraced the New Public Management, it is time to move towards the "New Public Service" (NPS) ideology. Other aspects that will support successful implementation of the reform agenda include: having personnel who are dedicated, appropriately oriented for the specific tasks, and fully committed towards serving the interests of the organization and the public at large; inculcating the visionary leadership aspects at all levels of government; and engaging key stakeholders in the policy process (Ong'era & Beverly Musili,2019).

The Government establishes the regulatory framework for economic ventures, redistributes income through taxes and spending, and provides public goods such as infrastructure and public safety for its citizens, as well as the funds to purchase public goods, services, and capital assets (Van, Bouckaert & Halligan, 2010). Kenya's public procurement structure has evolved from a simple system at the time of independence to a well-regulated system at the turn of the millennium. The pre-independence setup consisted of a Central Tender Board, an institution with no formal structures until 1960, when a treasury circular caused many reforms to its format, location, and structure (Matanga & Miroga, 2020).

Budget monitoring aspects reviewed in Murang'a County revealed weaknesses in terms of internal controls including auditing, stakeholder oversight and compliance to regulatory frameworks (Kibunja, 2017). Indeed, budget evaluation processes were not very effective since county financial reports were not timely, with oversight being poor. Auditor-General report of 30th June 2020 raises serious flaws with the county financial records.

One of the most phenomenal change in county operations is the automation of services. System automation, according to Ligeyo (2019), is the use of electronics and computer-controlled devices to take control of processes. It involves investing in modern technologies for example M-banking, in order to upgrade the revenue system to achieve integration and information sharing so as to enhance efficiency and effectiveness of the system. According to Kerogo and Ngotho (2014), the effectiveness of revenue collection is dependent on the established payment methods, tax payer sensitization, and revenue collector training. Revenue volume increases dramatically when collection methods are efficient and effective.

System automation can be used strategically to create an effective revenue collection system in which issues such as non-collection, non-remittance, and payer-collector collaboration

to defeat the system are limited (Githinji, Mwaniki, Kirwa & Mutongwa 2014). County governments generate revenue through taxation, such as permit fees, cess, license fees, parking fees, and other means (Odd-Helge, 2006). When County Governments fail to collect required revenues optimally, the public suffers as a result of being denied vital public services, posing a significant challenge to the devolution process (Fjeldstad & Heggstad, 2012).

Political transition has a bearing on service delivery and performance of counties (Ngigi, 2022). Elections imply transitions in leadership and inevitable disruptions in local bureaucracies. According to Urban Institute (August 6, 2019), political transition generally creates uncertainty for bureaucrats, but prolonged transition periods exacerbate uncertainty and paralyze government functions. On August 8, 2017, Kenya held its first elections since creating 47 new county governments in 2013 under a Constitution promulgated in 2010. The elections were intensely contested both at the national and local levels. Disputes over Presidential results, amid allegations of fraud, saw Kenya's new apex court, the Supreme Court, annul the August 8 Presidential election. The court ordered a fresh Presidential poll, which was held on October 26, 2017. Meanwhile, more than 20 local governorship results were legally contested, with multiple cases being taken all the way to the Supreme Court.

An annual survey and a technical report by partners implementing a project funded by the US Agency for International Development (USAID) and the UK Department for International Development (UKAID), Agile Harmonized Assistance for Devolved Institutions (AHADI), assesses how 22 Kenyan counties are improving their capacity to efficiently provide services to citizens. The most recent 2018 assessment shows how the 2017 elections undermined counties' ability to sustain and maintain capacity-building initiatives. Overall, these reforms led to

significant delays in implementing capacity-building activities across all counties, likely demonstrated by the decrease in the aggregate score in 2018 and in particular performance areas.

Murang'a County is one of the counties created under the Kenya Constitution 2010. Some of the challenges facing the county in service delivery include inadequate funds, labor disputes, poor participation in budget process and budget queries from the Office of the Auditor General. Despite the devolution of government, there is still poor governance as evidenced by stalled projects, poor fund management, corruption, bureaucracy, incompetence, white elephants, pilferages, and inflated costs, all of which have hampered service delivery to the public in the counties (Waiganjo, 2017). In a study on "Effect of devolution on healthcare administration in Murang'a County", Njoroge, & Moi, 2020) experienced a range of financial challenges, namely unreliable, delayed, and insufficient funding, lack of sufficient equipment. Several operational challenges, such as poor involvement of stakeholders in day-to-day operations and decision-making, were also rampant.

1.2 Statement of the Problem

Globally, devolution has been hailed for its significant implications for efficiency, equity, and administration (Norris, 2011; Nduta et al., 2017). Countries like the UK, Australia and New Zealand South Africa, Nigeria and Rwanda have achieved important milestones through decentralization (M'Mugambi et al., 2021; Dickson, 2015). In Kenya, county governments are legally obligated to deliver services such as healthcare, education, transport and infrastructure systems, regional economic growth and safeguards cultural values, human dignity and freedoms (Agwanda, 2019; Nduta et al., 2017). However, the devolved government system has been fraught with poor service delivery outcomes in the developing world (Ali, 2021; M'Mugambi et al., 2021).

Poor service delivery across the counties in Kenya have been associated with political interferences, poor accountability and transparency, inadequate citizen participation, poor human resource policy, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation (Kalava, 2016). To remedy this, various reforms undertaken a view of enhancing service delivery which include automation of services, legal and political reforms (Muteti & Wamitu, 2021). Despite the reforms, devolution in Kenya still faces various challenges with the service delivery failing to reach the expectations of the clients, the taxpayers (Nduta et al., 2017; Nduta et al., 2017). On the other hand, leadership transition among counties negatively affect service delivery due to restructuring of County Executive Committee Members, reforms in County Public Service Board, election period and employment of new leaders (Chirchir & Isaac Koros, 2021). Reforms whether administrative, legal, political or technological are therefore undertaken in order to, among others, restore buoyancy to revenues, improve accountability, and improve efficiency (Matanga & Miroga, 2020; M'Mugambi et al., 2021; Wagana et al., 2016; World Bank, 1990).

However, these reforms have also affected service delivery due to resistance to reforms, poor reforms management strategies, low motivation of staff and uncertainty (Wainaina et al., 2015; Ariwomoi, 2013). Lack of capacity to properly manage change process affects the ability of the counties to deliver services and achieve their developmental goals (Kimutai (2017; Muli, 2021). For instance, Nyaga and Nzulwa (2017) cites Nyeri County for non-compliance with the Public Finance Act of 2012. Others like Muema et al. (2014); Kinyanjui and Kahonge (2013); Wahab (2018); Rocheleau and Wu (2005) found that Nairobi City County Government did not properly addressed the effect of e-payment system on revenue collections. There is little empirical data about the effect of revenue system automation for service delivery in county governments.

Murang'a County has also been cited severally by the Auditor General for non-compliance with various statutory regulations (Kibugi, Muthoni, & Omariba, 2023). There is need to address the effect of these reforms on service delivery in Murang'a County. The study looks into various impacts of different reforms and reforms on service delivery in the County.

1.3 Objectives of the study

1.3.1 Main objective

This study aimed at establishing the effect of reforms on service delivery by Murang'a County Government.

1.3.2 Specific objectives

The following were the specific objectives of the study;

i. To assess the influence of automation on service delivery by Murang'a County Government.

ii. To determine the how changes in procurement laws has affected of service delivery by Murang'a County Government.

iii. To investigate the extent to which change motivation factors has affected service delivery in Murang'a County Government.

iv. To examine the influence of leadership transition on service delivery in Murang'a County Government.

1.4 Research questions

The study attempted to answer the following questions;

i. How has automation affected service delivery in Murang'a County Government?

ii. How has change in procurement laws impacted in service delivery by Murang'a County Government?

iii. To what extent has change in motivation factors affected service delivery in Murang'a County Government?

iv. How has leadership transition affected service delivery of Murang'a County Government?

1.5 Significance of the study

The study sought to establish how reforms have affected service delivery in County Government Murang'a. The study intended greatly to aid policy makers to establish and development effective policies that can enable service delivery. The study has potential significance to a number of stakeholders, including policy maker, scholars, and government agencies. The research will enlighten the stakeholders on the factors affecting the revenue collection in County Governments in Kenya, creating in them awareness and the interest of ensuring equality in their respective organizations.

1.5.1 Significance to County Governments

This study could help the Murang'a County Government and other counties to identify the factors affecting service delivery. It can also update the County Governments on the current issues that contribute to the existing gap in performance and reforms management. The findings of the study

may be used by the County Governments to serve as a benchmark in setting certain standards for improvement on automated revenue collection system.

1.5.2 Significance to policy makers

The policy makers can use the findings to come up with the policies that will be helpful in service delivery and performance. It will guide on how corrective measures should be taken to improve services. It will assist the Murang'a County Government to know its strengths, weakness, opportunities, and threats (SWOT) and how to re-define its policy strategy in relation to service delivery, oversight and accountability.

1.5.3 Significance to Researchers

Research improves services and treatments not just for researcher but also for future generations. It helps develop new tests for diagnosis, treatments and processes that could eventually help minimize the service delivery gaps. The study stands to benefit future researchers, scholars and academicians who may wish to study management, service improvement methods and service delivery related issues.

1.5.4 Significance to Government Agencies

The Government may find the information useful in identifying the factors affecting the revenue collection in County Governments in Kenya and come up with solutions. The study will provide an insight of how management practices service delivery can be improved so as to make the counties self-sustaining.

1.6 Justification of the Study

According to Article 10 (2) (a) of the Constitution of Kenya (2010), devolution and sharing of power were identified as values and principles that would guide our governance systems. This meant that Kenyans settled for a multi-dimensional approach to the organization and management of government and state power, implying devolved system of government. This study could contribute valuable knowledge to policy makers like Governors, County Executive Committee Members, Members of County Assemblies, and Accounting Officers such as Chief Officers and Directors of various departments, and other staff members involved in the planning and executions of reforms in County Governments. It has focused on the effects of reforms on service delivery in Murang'a County Governments, an area which has not been properly researched on before. As such it is expected to provide valuable information on this subject. It will therefore be a useful material to managers in CG's in the country.

This study was also expected to make important policy statement through its recommendations. It will also make suggestions on factors affecting automated revenue collection in CG's in Kenya. Such recommendations should inform policy formulation in CG's in Kenya because they are originated through research. The study also will enhance the practice of service delivery in CG's in Kenya. In an attempt to deal with the problem of service delivery in MCG's, the managers will focus on specific factors that have been generated through research.

1.7 Scope of the Study

This study was limited to Murang'a County Government. The study used qualitative and quantitative methods3447 of data collection. Primary data was collected using questionnaires and Key Informant Interviews (KIIs). The target populations comprised of all five thousand employees engaged in the service delivery in Murang'a County Government. Quota and purposive sampling

was applied to select a sample size of 350 county government staff from the target population in the seven sub-counties of the county. This sample was selected from the seven sub-counties using quota sampling, based on population size of each unit area. The study also sought to establish the link between devolution and service delivery in the County.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of literature based on the research questions and objectives as described in the previous chapter. The chapter takes the following organization: Review of literature relating to the service delivery in relation to Murang'a County Government, the System Theory, and the Theory of Change. Various variables of the study such as service delivery, performance management, and customer satisfaction was also reviewed. The chapter reviews the variables related to the four objectives of the study, namely; i)To assess the effects of automation on service delivery by Murang'a County Government, ii) To determine the how reforms in procurement regulations has affected of service delivery by Murang'a County Government, iii) To investigate the extent to which changes motivation factors has affected service delivery in Murang'a County Government, and iv) To examine influence of changes in leadership style has affected service delivery in Murang'a County Government.

2.2 Theoretical review

Theoretical review discussed the two theories employed in this study: The System Theory and the Theory of Social Change.

2.2.1 Systems Theory

Systems theory is an interdisciplinary field of science that studies complex systems in nature and society. It emerged in the 1950s, shaped by the works of Ludwig von Bertalanffy, Kenneth E. Boulding, and Anatol Rapoport (Von Bertalanffy, 2019). Systems theory looks at how complex systems, such as biological, psychological, and social systems, interact and adapt. It examines how

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components of a system interact with each other, how they contribute to the system, and how the system itself responds to external and internal changes. Systems theory is used to study a wide range of phenomena, from ecosystems to organizations (Benson, 1980).

Systems theory is an interdisciplinary field of science that studies complex systems. It is based on the idea that complex systems are made up of smaller parts that interact with each other (Banerjee, 2018). Systems theory was first developed in the 1940s by the Austrian biologist Ludwig von Bertalanffy. He proposed that all living organisms consisted of self-regulating systems that operated according to certain principles. He argued that these principles could be used to analyze and understand any complex system, from biological systems to social systems. Since its inception, systems theory has been used to analyze and understand a wide range of phenomena, from ecology to economics. It has become an important tool in many areas of research, including engineering, sociology, and psychology (Belov, 2018).

Critique of Systems Theory. Systems theory is a holistic approach to understanding and analyzing complex systems. It is based on the idea that all parts of a system are interconnected and influence one another in order to maintain the system's balance and stability (Walloth, 2016). While systems theory has been found useful in many areas, such as economics, social science, and engineering, it has been criticized for its lack of empirical evidence and its tendency to oversimplify complex phenomena. Additionally, many critics argue that systems theory is based on outdated ideas and theories, such as the mechanistic view that the World is made up of parts. Critics argue that this view does not take into account the dynamic and changing nature of reality. Systems theory also has been criticized for its lack of focus on the individual, which many argue is essential for understanding social systems. (Shannon, 2009).

Strengths of system theory. The system theory produces efficient and effective results because it studies the organization as whole not a single entity. Therefore, this helps the management to come up with the best results. The other advantage of the system theory is it reduces leakages in the organization that can come as a result of concentrating on one single part. They can be costly to the organization to handle. Thirdly, the system theory helps the organization to plan and allocate resources that will benefit the entire organization. The organization is studied as a whole help to plan the distribution of resources to all departments. (Jason Gordon, 2022).

2.2.2 Social Change Theory

The Social Change Theory is a sociological theory that suggests that social movements, collective action and social networks can result in a change of social structure. The theory was developed by sociologist Neil Smelser in 1962, who believed that social change is a result of a variety of factors, including structural strain, cultural change, resource mobilization, and political opportunity. He argued that social movements are as a result of collective action and are driven by structural strain, which is a tension between what society wants and what it can provide. Cultural change occurs when there is a shift in values or norms in society, while resource mobilization occurs when individuals are able to effectively use resources in the pursuit of collective goals. Finally, political opportunity occurs when individuals are able to take advantage of the political climate to further their cause. By combining these factors, Smelser theorized that social movements can result in social change (Buechler, 2008).

Social change theory has been applied to understand organizational change by studying how collective actors interact with each other and how the environment affects their behavior. It emphasizes the importance of understanding the social, economic, and political contexts in which organizations operate and how these contexts shape their behavior. This theory also examines how

organizations can use collective action to bring about social change and how social change can be used to shape organizational policies and practices. Social change theory can be used to understand how different elements of an organization interact and how changes in one component can have ripple effects throughout the organization. This theory can also help organizations identify the best strategies for implementing organizational change and evaluate its success (Jackson & Coolican, 2003).

Strengths of Social Change Theory. Social change theory has several strengths. Firstly, it provides a comprehensive understanding of the processes and mechanisms that drive social change (Cohen-Chen, 2022). Secondly, it emphasizes the role of individuals and collective action in creating social change, highlighting the importance of collective action in achieving meaningful, long-term change. Thirdly, social change theory offers a wide range of strategies and tactics to facilitate social change, providing an effective toolkit for activists and organizations to utilize. Finally, it stresses the importance of building coalitions and alliances in order to achieve social change, and provides a framework for engaging different stakeholders in an effective and meaningful way. Overall, social change theory provides a comprehensive and effective approach to creating and facilitating social change (Tennis, 2007).

Critique of Social Change Theory. Social change theory is a well-established concept used to examine the transformation of society. It examines the forces that cause and influence change, such as technological advances, economic shifts, population growth, and social movements (Huber, 1989). Critics of social change theory argue that it fails to capture the complexity of social change and that it ignores the role of individuals in shaping their environment. They also argue that social change theory is too focused on economic and material factors, neglecting the influence of culture and values on social transformation. It is also argued that social change theory does not

provide a comprehensive understanding of the underlying dynamics of change. Critics suggest that social change theory overlooks the potential implications of change, such as social and environmental costs. Overall, while social change theory is a valuable tool for analyzing large-scale social transformations, it is important to consider the critiques of the theory in order to gain a more comprehensive understanding of the dynamics of change (Romaioli & Contarello, 2021).

2.1 Empirical Review

2.3.1 Reforms and Service Delivery

Service delivery in county governments in Kenya is a critical component of their functionality (Njenga & Sevilla, 2017). Counties are responsible for delivering services such as healthcare, water and sanitation, education, transport, and development projects (Kosgey & Njoroge, 2022; Ndiege & Wamuyu, 2010). County governments are mandated to improve the quality of life of their citizens, create jobs, and promote economic growth. To fulfill these duties, county governments must ensure efficient service delivery. This includes providing effective access to public services and facilities, such as schools, health facilities, and water points.

Additionally, county governments must also ensure that services are being delivered on time, with quality and integrity (Kosgey & Njoroge, 2022). They must also ensure that service delivery is being done with fairness, equity, and public accountability. Furthermore, county governments must ensure that resources are being utilized most effectively and efficiently to ensure the best service delivery. According to Kamau et al. (2017), challenges facing counties in their service delivery goals include; 1) Poor funding, 2) Poor infrastructure, 3) Lack of skilled personnel, 4) Mismanagement of resources, and 5) Poor coordination.

County government reforms are based on the need to improve the functioning of various entities and improve service delivery (Matanga & Miroga, 2020). County governments face a

number of obstacles in achieving the public's expectations. There is an increasing need to assess how devolution has affected the delivery of devolved basic services to Kenyans (Oyeho, 2021).. Whereas devolution was motivated by political reform, the institutions and systems that resulted were supposed to improve socioeconomic parity through devolved service delivery. County governance reforms aim to improve the government's ability to: raise and manage public resources: Provide better public services: Make your organization more inclusive, transparent, and accountable: Encourage the simplification of cross-cutting concerns such as gender equality and the environment (Muwonge et al., 2022).

There is a growing problem in Kenya of high leadership turnover due to inadequate service provision (Kenge & Anyieni, 2021). Dissatisfaction with the government and its officials is a direct result of subpar service (Okereke, 2020). As a result, there may be a high rate of leadership turnover as dissatisfied individuals look for someone else to make good on their expectations. When there is a lot of executive change over, policy might become inconsistent because various executives have different ideas about how to best provide services. Because of this, citizen unhappiness rises, and the cycle of poor service delivery and excessive leadership turnover continues (Kenge & Anyieni, 2021).

The onset of county governments in Kenya resulted in many counties adopting online revenue collection systems. Implementing automation through use of Information and Communication Technology (ICT) is critical in increasing efficiency and uniformity in service delivery (Rehema & Koech 2023). Poorer and more rural counties continue to have access to fewer and lower-quality services than wealthier and more urban counties staffing shortages continue to be an issue, compounded by high rates of absenteeism (especially in the health sector) and sometimes low staff motivation as well as misallocation. Challenges presented by deficiencies in

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human and institutional capacity such as outdated legal and policy frameworks, cumbersome work processes and systems, unwieldy structures, and shortage of important skills in the public sector. Among the counties, there has also been issues of inclusiveness, transparency and accountability, which constituted the weakest links in past development efforts and economic performance.

Poor service delivery by county government can lead to a decrease in public trust, frustration among citizens, and decreased economic activity (Mahmood, 2018). County governments that fail to meet the needs of their residents may see a decline in public support, citizen dissatisfaction, and business investment. In addition, if residents are unhappy with the quality of services they receive, they may be less eager to pay county taxes (Olken et al., 2018). It can also cause a rise in crime and unrest when citizens react negatively to the government's inability to meet their needs.

According to Rodriguez (2007), reformed county government positively correlates with cost-efficient service delivery. The study adduced that reformed Florida counties are more likely than unreformed counties to provide better road service and to spend less on road expenditures. Lufunyo (2013) investigated the impact of public sector reforms on service delivery in Tanzania. The study found that the contribution of public sector reforms in local authorities has significant impact. The study averred that reforms are necessary for improved service delivery.

Odhiambo & Wanjira (2022) sought to assess the effect of professional conduct reforms on service delivery by the Kenya police service in Homa Bay County. Findings showed high correlation between professional conduct reforms and service delivery. Mutua (2022) posited that service reforms are broadly categorized as personnel reforms, financial reforms, legal reforms and cultural reforms. While some aspects of these reforms are seen to be effective or even extremely effective in enhancing service delivery, others are not. The results reveal that police service

reforms are broadly categorized as personnel reforms, financial reforms, legal reforms and cultural reforms. Organizations should therefore be more careful when deciding which types of reforms to enact as some are likely to be unsuccessful, or even unpopular, resulting in poor service delivery.

While studying the extent to which leadership style and resource allocation influenced service delivery in the County Government of Kitui. Muthengi (2021). The study established that leadership style and resource allocation significantly affected the quality-of-service delivery. In conclusion, the study observed that the County government has adopted a working leadership style and employed relevant strategy in allocating the available resources for effective service delivery.

Richard and Muna (2018) investigated the effects of county budgeting forums on service delivery in Kenya: the case of Kajiado County government. The results showed that the respondents were extremely dissatisfied with accessibility, efficiency, accountability, inclusivity, responsiveness and quality of the services delivered to them by the county government of Kajiado. The findings further indicated that Sector Working Groups did not have a significant effect on service delivery in Kajiado County while County Budget and Economic Forum, Pre-Budget Public Sector Consultative Forum and Budget and Appropriations Committee Hearings had a positive effect on delivery of services in Kajiado County.

2.3.5 Influence of Automation on Service Delivery

Information and Communications Technology (ICT) is the convergence of computing, telecommunication and governance policies for how information should be accessed, secured, processed, transmitted and stored. (Margaret Rouse, 2022). ICT has revolutionized the service delivery of public organizations by improving communication, enhancing collaboration and reducing costs. The use of ICT tools such as cloud computing, internet of things, data analytics, and mobile technology have allowed public organizations to streamline their processes, increase

efficiency, and provide better services to citizens (World Bank, 2012). ICT also enables governments to improve access to services, reduce paperwork, and provide more secure and reliable services. Furthermore, ICT facilitates public-private partnerships and helps government organizations to effectively engage with citizens by providing relevant and timely information (Nwekeaku & Obiorah, 2019).

In order to increase national and local productivity and sustainability, it is crucial that public administration take use of technology developments (Melkonyan, 2020). Recent policy discussions have focused on how to best implement computerized tax collection in low and middle income countries (Cooper, 2016). The recent increase in processing power may help streamline the tax collection procedure. In order to optimize the efficiency of own-source revenue collection, the government of Murang'a County should broaden the tax base and encourage as many residents as possible to pay taxes.

Automation in service delivery by public organizations dates back to the 1970s when government agencies began to use computer-based systems to improve service delivery (Parrado, 2005). This was driven by the need to increase efficiency, reduce costs, and better serve the public. Automation has since been adopted by public organizations to streamline services, improve accuracy, and reduce paperwork. Today, automation is an integral part of public service delivery, from online payment systems to automated customer service (Milakovich, 2021).

As Moritz (2009) posits, automation can be used to improve service delivery in public organizations in various ways. Automation can be used to streamline processes, reduce paperwork, automate data entry, and create efficient customer service systems. Automation can also be used to automate complex processes, such as managing payments and tracking customer service inquiries. Automation can be used to improve overall efficiency, reduce costs and improve

customer satisfaction. Automation has greatly improved the precision and timeliness with which services are delivered. By adopting automated processes, businesses have cut costs, increased output, and thrilled customers. Furthermore, technology has improved the reliability and regularity with which businesses can provide their services, giving them a competitive edge. One of the advantage of automation is the opportunity to automate mundane tasks and take advantage of cutting-edge technologies (Nwekeaku & Obiorah, 2019).

To a large extent, automation has facilitated county governments' ability to provide residents with high-quality, reasonably-priced services. Thus, county administrations are better equipped to meet the needs of their constituents and increase satisfaction among those who interact with them. System automation can be utilized deliberately to provide a more trustworthy method of collecting income by reducing or eliminating issues like non-collection, non-remittance, and payer-collector alliances that aim to game the system (Githinji, et al., 2014). The multiple possible leaks when the procedure is handled manually have led to the widespread adoption of automated systems for revenue collecting. In other industries, technology has been used to great effect to boost consumer involvement and ensure conformity with rules and regulations. Taking in cash by hand is risky because it leaves the door open for theft and other illegal activities.

According to Nwekeaku and Obiorah (2019), automation has significantly enhanced service delivery among county governments in Kenya. Automation has enabled the digitization of services such as filing taxes, applying for business permits, and registering for social security benefits. This has reduced paperwork, resulting in a more efficient and streamlined service delivery process. Automation has also enabled county governments to collect, store, and analyze data more effectively, allowing them to better plan and allocate resources. Additionally, automated systems have made it easier for county governments to respond to citizen inquiries quickly and accurately.

All in all, automation has played a key role in making service delivery more efficient and effective among county governments in Kenya (Kosgey & Njoroge, 2022).

The main drawback of automation in service delivery among county governments in Kenya is the risk of creating digital and economic inequality between those who have access to the technology and those who do not (Parsons, 2012). This could lead to poorer communities being excluded from important services, such as health care, education, and employment opportunities. Additionally, automation can lead to job losses as automation replaces human labour and can lead to an increase in bureaucratic processes, leading to delays in service delivery. Automation also has cost implications since it is costly to implement and maintain, as it requires specialized skills and equipment (Kosgey & Njoroge, 2022).

The drawbacks of automation in revenue collection among county governments in Kenya include security issues such as data breaches, cyber-attacks and hacking (Amin, 2013). Additionally, automated systems can be costly to set up and maintain, which can be a burden to small counties. Finally, automated systems can be prone to glitches and malfunctions, leading to delays in revenue collection and an overall decrease in efficiency (Ligeyo, 2019).

2.3.6 Effect of Change in Procurement Laws on Service Delivery

Legal framework refers to the set of laws, regulations and rules that apply in a particular country. Regulatory frameworks are essential for ensuring that services are delivered in a safe, fair, and equitable manner (Melián-González, 2021). They set standards for service providers, protect consumers from exploitation, and provide accountability for service delivery. Regulatory frameworks also help to ensure the provision of quality services by providing legal recourse for service users in cases of malpractice or negligence.

In Kenya, County governments must be governed by various procurement laws and regulations that reflect the changing needs of their communities (Chepngetich et al., 2018; Macharia, 2021). Laws and regulations must be updated periodically to ensure that the county government is able to effectively provide services and meet the needs of its citizens. Regulatory frameworks must be amended to ensure that county governments are able to adjust to changing economic and social conditions (Tilley, 2009). Additionally, laws and regulations must be modified to ensure that county governments remain compliant with federal and state laws. Such changes can help ensure that county governments are able to effectively serve their citizens while also staying in compliance with laws and regulations.

Changes in the procurement regulatory framework governing county governments can have significant effects on service delivery (Wamuyu & Ndiege, 2018). For example, reforms that increase the amount of public funding available to counties can enable them to invest in services, infrastructure, and programs that benefit their citizens. Conversely, reforms can affect the implementation of various programs may affect the availability of funds to counties can cause them to cut back on services, infrastructure, and programs, thus adversely affecting their citizens. Changes in the regulations governing procurement by county governments can also affect public-private partnerships, as well as the ability of counties to attract businesses and investment (Matanga & Miroga, 2020). Ultimately, changes in the law and regulatory framework governing county governments can have profound effects on the lives of people in those counties.

The Kenyan government has implemented numerous reforms in the law and regulatory framework governing county governments especially within the procurement framework (D'Arcy, 2020). These changes have been made to ensure that the county governments are efficient and accountable to the citizens. The reforms have included introducing the County Governments Act

2012, which outlines the responsibilities of the county governments, including their accountability and transparency in their decision-making processes. The County Government Act also provides a framework for the devolution of power to counties and promotes the role of civil society in local governance. Furthermore, the Public Finance Management Act 2012 and the Public Procurement and Asset Disposal Act, 2015 were passed to provide a legal framework for managing public finances, as well as to strengthen the oversight and accountability of county governments, although the intended goal had not been achieved yet (Ngoima & Ndeto, 2022). Additionally, the Kenya Devolution Act of 2014 has been enacted to support the devolution of power to the county governments, while the Public Service Commission has been established to oversee the recruitment and appointment of county government staff. These reforms have helped to improve the effectiveness of county governments in Kenya (Wamuyu & Ndiege, 2018).

The Public Finance Management Act (PFMA) of 2012 governs financial management and accountability of counties in Kenya (Okello Jared et al., 2017). It provides for the establishment of financial management and control systems for counties, and sets out the responsibilities of the county executive and legislature in relation to the management of public funds. The Act also sets out the roles and responsibilities of the County Treasury, the County Executive, and the County Public Accounts and Investments Committee in relation to financial oversight. Additionally, the PFMA requires counties to produce an annual budget to be approved by the County Assembly. It also requires counties to be transparent and accountable in the management and expenditure of public resources.

Another change impinging on operations of counties revolve around procurement legal and regulatory framework. Procurement laws in Kenya are outlined in the Public Procurement and Asset Disposal Act (PPADA) of 2015 (Ngoima & Ndeto, 2022). The Act seeks to promote

transparency, value for money and fairness in the procurement of goods and services. It outlines that contracts must be awarded to the most suitable bidder after a competitive bidding process. The PPADA also provides a framework for the management of public procurement and asset disposal. The Act applies to all public entities and their respective procurement activities.

Procurement regulatory framework has significant implications on the way counties in Kenya operate (Matunga et al., 202). It has been instrumental in ensuring transparency, efficiency and value for money, in the way public funds are used. The framework has also provided a comprehensive system for ensuring compliance with laws and regulations concerning procurement, by providing guidance and oversight on the procurement process. This has contributed to improved governance and service delivery, leading to a better quality of life for citizens (Ngoima & Ndeto, 2022).

On the other hand, reforms in the tax administration in developing countries involve broad issues of economic policy, as well as specific problems of tax structure design and administration (Zee, & Tanzi, 2002). Reforms in the tax administration have been considered as one of the most important and a major ingredient to economic development of a nation. The immediate reason for reforms in the tax administration in many developing countries has been the need to enhance revenue. Reforms measures in the tax administration are mainly undertaken in order to, among others, restore buoyancy to revenues, and increase (Fall, 2022). Also, Chepngetich, Ngacho and Chesoli (2018) examined the effect of procurement planning practices on service delivery of counties in Kenya, in a case of Kericho county Government. They revealed a positive relationship between proper need assessment, cost estimation, quality specification and service delivery, while risk assessment was found to negatively correlate with service delivery.

In a study published in 2019, Anane, Adoma, and Awuah found a significant positive link between service delivery and procurement policy. The outcome also revealed a considerable favorable association between service delivery and procurement planning. The study discovered yet another strong favorable association between service delivery and sustainable procurement. The legislation has a substantial impact on the nation's procurement and asset disposal processes, according to Ngoima and Ndeto (2022), who were looking into the "Influence of Public Procurement and Asset Disposal Act, 2015 on Performance of County Governments in Kenya". In addition to providing instructions on how to manage public assets, the regulations seek to encourage openness, justice, and competition in the procurement process. The regulations also set out the procedures for the disposal of public assets, which must be conducted in a manner that ensures the best return to the public.

According to the National Treasury's budget allocation for the fiscal year 2019/2020, the study included seven (7) county governments with budget allocations of more than Ksh 10 billion. Data gathering was. Data from procurement officers at the various county headquarters, specifically from senior to medium levels of management, was gathered using structured questionnaires. According to the study, county governments in Kenya operate better when regulatory bodies, procurement procedures, reservations and preferences, and asset disposal are used. Additionally, there is a favorable correlation between the performance of Kenyan county governments and regulatory bodies, procurement procedures, reservations and preferences, and asset disposal.

2.3.7 Influence of Change in Staff Motivation Factors on Service Delivery

Staff motivation refers to the level of commitment, drive and energy that a company's workers bring to the role every day. Without it, companies experience reduced productivity, lower levels of output and it's likely that the company will fall short of reaching important goals too. As Senyametor et al. (2019) point out, different people are driven by different things, and therefore motivation must be multifaceted. People can be driven by monetary gain or by non-monetary gain, or by both (Senyametor et al, 2019). According to a study by Njuguna (2010), workers lose motivation when they feel unappreciated by their employer. As a result, academic performance suffers from their reluctance to engage fully. The school, however, bears the obligation of creating a safe and supportive learning environment in which all students can thrive.

Staff motivation is essential to creating a positive and productive work environment (Smith, 2021). Some strategies include offering rewards, providing flexible work hours, and creating a positive work culture (Trinczek, 2006). Motivation is a key factor in influencing performance. It fuels the desire to complete tasks and reach goals. When people are motivated, they are more likely to put in greater effort and be more productive. On the other hand, when motivation is lacking, people may become disengaged and performance will suffer. According to Adena and Harke (2020), it is important to create a motivating environment that encourages employees to reach their goals. This can include providing recognition, setting achievable goals, providing feedback and offering opportunities for advancement. By fostering a positive and motivating environment, employees will be more likely to stay committed to their work and perform at their highest level.

Staff motivation has a direct effect on service delivery (Nightengale, 2000). Highly motivated staff can work efficiently and effectively, leading to better customer service. When staff

are motivated, they are more likely to be committed to their roles, have higher job satisfaction and be able to adapt to change. This can result in improved customer satisfaction, as staff have the incentive to provide a high level of service. Ultimately, staff motivation is essential for successful service delivery.

Mlangala and Thomas (2022) investigated how motivational factors affected the provision of services at the Tanzanian Chamwino District Council's main office. According to the study's findings, salary and benefits, working conditions, and career advancement all significantly influence how hard workers work and how well they perform their jobs. Kitur et al. (2020) showed a significant positive relationship between direct compensation and quality service delivery while attempting to determine the impact of direct compensation on quality service delivery in public hospitals with a focus on county referral hospitals in North Rift Counties. Additionally, direct compensation had a big impact on how services were delivered. The report suggested that the county government take into account yearly wage pay reviews.

The objectives of Andove and Nzulwa (2018) were to identify the difficulties in Machakos County's strategic provision of public health services. They found a high correlation between management style, healthcare service financing, ICT usage, and staff training and successful delivery of healthcare services. In a different study, Muthuri, Senkubuge, and Hongoro (2020) made an effort to look at the variables that influence the types and levels of motivation among healthcare professionals working in public and mission hospitals in Kenya's Meru County. They concluded from their findings that, regardless of hospital ownership, there were more common motivational elements than differences among healthcare personnel. Therefore, in order to assure a productive healthcare workforce and build Kenya's healthcare systems, motivation techniques should be devised and implemented in both public and private not-for-profit hospitals.

2.3.8 Effect of Leadership Transition on Service Delivery

The goals of leadership and governance structures are meant to enable efficient and effective government service delivery. In India, leadership and governance structures enhances transparency and accountability (Busch, Kapur, & Mukherjee, 2020). Devolution brings government services closer to the people. In Kenya, devolved functions were meant to improve service delivery, enhance governance, accountability and increase equity (Wagana, 2017).

Change of political leadership ensures an orderly and peaceful transfer of power (Okumu-Ojiambo, 2022). Political transition can have a significant impact on the services provided by governments, which may either enhance or diminish access to services depending on the type of government in place. For instance, if a transition from a democracy to an autocracy occurs, citizens may experience a decrease in access to public services as the ruling power may prioritize their own interests and values over the needs of citizens (Matunga et al., 2021). On the other hand, a transition from a totalitarian regime to a more democratic form of government can increase access to services, such as healthcare, education, and basic necessities. Overall, political transitions can drastically affect the services provided by governments.

The transition to county governments has had a significant influence on service delivery. These governments have the responsibility of providing essential services such as health care, education, and public safety (Wamuyu & Ndiege, 2018). County governments have been able to improve service delivery by developing a more efficient system of service delivery. This includes streamlining bureaucratic processes, improving communication, and making sure that services are provided in a timely manner. Additionally, county governments have been able to create a more unified approach to service delivery, which has resulted in improved accountability, transparency, and efficiency (D'Arcy, 2020).

The political transition in county governments in Kenya also has a significant impact on the management style of such governments (Macharia, 2021; Njiiri et al., 2021)). With the change in leadership, there has been a shift in the focus of county management from vertical to horizontal. This has meant that leaders of county governments are now expected to lead through collaboration and negotiation with stakeholders, rather than relying on top-down decision making. Additionally, the transition to devolved governments has created a greater emphasis on decentralization, with leaders expected to empower local communities and ensure that decision making is done at the local level (Okumu-Ojiambo, 2022). Furthermore, the increased focus on transparency, accountability and public participation has seen a greater integration of technology into the management process, making it easier for citizens to access government services. The political transition in county governments in Kenya has led to a shift in management style, with greater emphasis on collaboration, decentralization, transparency and technology (Wagana et al, 2016).

Leadership turnover in county governments can have a significant effect on service delivery. It can create disruption in the continuity of service delivery, as new leaders may be unfamiliar with existing processes and policies (Kosec & Wantchekon, 2020). This can lead to delays in the implementation of existing initiatives and the introduction of new ones. Additionally, leadership turnover can often lead to a lack of communication and coordination between departments and stakeholders, as new leaders may not have established relationships with them. This can result in a lack of trust and collaboration between all relevant parties, leading to a decrease in service delivery. Finally, leadership turnover can lead to the installation of new systems, policies and procedures, which can be expensive to implement and may lead to further delays in service delivery (Mishra & Geleta, 2019). This can cause frustrations among citizens, leading to a decrease in public confidence and trust in government.

On the positive side, leadership turnover can bring in fresh ideas and new perspectives on service delivery and can potentially increase efficiency (Sternberg, 2020). New leaders may bring in new approaches to tackling problems and can bring in a renewed focus on service delivery (McKone & Deshpande, 2004). On the negative side, leadership turnover can often lead to confusion and disruption in operations. New leaders may require additional training and time to become familiar with existing processes, which can lead to delays in service delivery. Additionally, frequent changes in leadership can lead to a lack of continuity in policies, resulting in a lack of consistent service delivery. Ultimately, the effects of leadership turnover on service delivery depends on the capability of the new leaders and the effectiveness of the transition process (Wetterberg, 2016).

Change management skills can aid in succession planning, which has a direct impact on service delivery in county governments in Kenya (Kosgey & Njoroge, 2022). When an organization has an effective succession plan, it ensures that the right people are in the right positions, with the right skills and experience to deliver the services necessary for the county government. This leads to increased efficiency and effectiveness of service delivery. Additionally, succession planning ensures that there are no gaps in service delivery when personnel changes occur, as there are trained and experienced replacements ready to step in. In addition, succession planning provides a smoother transition when personnel changes occur, and ensures that the highest level of service delivery is maintained.

Karama and Linge (2019) studied the effect of management support on the delivery of devolved services in selected counties in Kenya. The researchers concluded that management support had a significant effect on service delivery. They also noted that there is need for enhanced management support and supervision to the counties during project implementation because

management support provides an enabling environment at the county level that facilitates effective devolved service delivery.

On the other side, Ireri, Namusonge, and Nyang'au (2022) looked at how devolved leadership models affected Kenyan county governments' ability to provide services. The study's target population, which included 2,061 county government officials from all 47 counties in Kenya and included governors, deputy governors, county secretaries, ward administrators, and county executive members, was drawn from a sample size of 384 respondents. The study came to the conclusion that decentralized leadership structures had the ability to increase infrastructure, citizen service satisfaction, timeliness and quality service delivery, and other aspects of service delivery.

Kurere (2022) used a case study of Baringo County to examine the impact of strategic leadership on the operational effectiveness of the County Government of Kenya. The study's conclusions were that resource allocation affected the operational effectiveness of the County Government of Baringo, that integrity and ethical concerns affected operational effectiveness, that strategic control affected operational effectiveness of the County Government, and that organizational culture affected operational effectiveness.

Kolil, Ondiek, and Manyasi (2019) evaluated the impact of leadership on county government service delivery in Kenya's North Rift region. According to the report, leadership plays a 35.4% role in the provision of services. Leadership has a statistically significant impact on service delivery, according to regression analysis. They suggested that in order to improve service delivery, the capacity building of county government executives needed to be improved. To recruit the greatest leaders to spearhead service delivery initiatives in the county governments, the selection process for choosing leaders in county governments should also be improved.

2.5 Conceptual Framework

The conceptual framework of the study shows the relationship between various factors influencing quality of service delivery in county governments in Kenya and how they relate to devolution of public sector services as results of performance to its citizens. The conceptual framework shows the relationship between the independent variables ICT Automation, Legal Reforms and Transition. Staff motivation has a similar effect on the dependent variable, since the level of motivation among the staff of the county government affects the quality of service delivery. This information is presented in figure 1.

FIGURE 1
Conceptual Framework

Independent Variables	Dependent Variable

Service Automation

● Revenue Collection
  -Permits, Cess and land rates
● Agriculture services   information
●Hospital Records automation

Change in Procurement   Laws and Regulations
●Budgeting and public participation
● IFMIS
●Procurement laws
● PFMA 2012
● Change in county tax and licenses laws

Change in Leadership

●Governorship Transition
● MCAs Transition
● National Government
   Transition

Staff Motivation

● Job satisfaction
● Reward scheme & Promotion
● Leadership Styles
● Government Policies & Internal Controls
●Work Environment

Service Delivery

● Timeliness of Services

● Accessibility of services

● Citizen Satisfaction

Source: Researcher (2023)

The conceptual framework depicts the expected relationship between reforms and service

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delivery. On the other hand, staff motivation affects the dependent variable through increased or decreased productivity and quality of services. When reforms are undertaken in planned manner, service delivery is expected to improve, while the conversely, disruptive changes can cause deterioration of services. There is a direct relationship between the independent variables and the dependent variable and therefore, the more reforms in county government are less disruptive, the better the service delivery by the county government.

2.6 Operationalization of Variables

The study variables were operationalized as detailed in the Table1.

TABLE 1

Operationalization of Study Variables

Variable	Type	Instrument	Measure	Indicators
Service Delivery	Dependent.	Questionnaire, Secondary data, Government archives	Likert scale measurement. Measures of Central Tendency Frequency, percentages, correlation, path analysis	● Timeliness of Services ● Accessibility of services ● Efficiency of services ● Quality of services ● Citizen Satisfaction
ICT Automation	Independent Variable	Questionnaire	Likert scale measurement, Correlation co-efficiency	● Revenue Collection -Permits, Cess and land rates ● Agriculture services information ●Hospital Records automation
Legal Reforms	Independent Variable	Questionnaire	Likert scale measurement. Correlation co-efficiency	●Budgeting and public participation processes ● IFMIS ●Procurement laws ● PFMA 2012 ● Change in county tax and licenses laws
Transition	Independent Variable	Questionnaire	Likert scale measurement. Correlation co-efficiency	●Governorship Transition ● MCAs Transition ● National Government transition
Staff Motivation	Independent Variable	Questionnaire	Likert scale measurement, Correlation co-efficiency	● Job satisfaction ● Reward scheme & Promotion ● Leadership Styles ● Government Policies & Internal Controls ●Work Environment

Source: (Researcher, 2023)

2.4 Summary of Literature Review and Research Gaps Identified

The literature reviewed has shed light on various factors impinging on service delivery in devolved units of governance. As a nascent structure in Kenya, devolution has presented important opportunities and challenges (Nduta et al., 2017; Rugutt, 2019; TI Kenya, 2014). The literature has demonstrated the importance of service delivery and its various nuances. On the other hand, reforms occasioned by reforms and natural attrition has varied effects in service delivery (Ali, 2021; Njenga & Sevilla, 2017; Ngigi, 2019; Institute of Economic Affairs, 2010 World Bank, 2009).

While funding presents a monumental challenge to counties in service delivery agenda (Nduta et al., 2017; Karama, 2022; Nyaga & Nzulwa, 2017), various reforms have beset the units with detrimental impact on performance and service delivery. Kakucha et al., 2018; Chepkemoi, 2015). Inability to handle reforms and institute proper framework to monitor progress or install measures to correct variance in delivery of program goals and objectives (Rugutt, 2019; Matanga & Miroga, 2020; Ngigi, 2022; Kamau et al., 2017).

Although various authors have addressed service delivery in relation to county government (Smoke, 2015; Karama, 2022; Nyaga & Nzulwa, 2017; Agwanda, 2019; Ali, 2021 Ngigi, 2019), there is dearth of data on how the same is affected by various reforms in Kenya. Kukucha et al., 2018 Muteti & Wamitu, 2021 Rugutt, 2019 Matanga & Miroga, 2020). Several studies have been undertaken in Murang'a County, (Waigunya, 2018) addressing the influence of ICT adoption on service delivery in County governments in Kenya (Waigunya, 2018; Njoroge, & Moi, 2020). The studies however touched on "Effect of Corporate Governance on Service Delivery" and the "Effect of devolution on healthcare administration in Murang'a County", respectively. Others like Office

of the Auditor General (2020) and Kibunja (2017) looks at counties generally without delving into elements of change and its impact on service delivery.

2.5 Conclusion

Chapter Two has provided the empirical underpinning of various variables and objectives of the study. The correlation between and service delivery and reforms among county governments has been established in this literature review. In particular, Murang'a County has been shown to be among the counties facing various challenges due to reforms on several fronts. The cost of poor services by counties not only affects the customer satisfaction aspect but also leads to reduced revenues and investment opportunities. On the other hand, changes have both positive and negative effects. The study will analyze the effects of Automation, Regulatory frameworks, Staff motivation and Political transition on service delivery on Murang'a County Government. The theories employed in the study, Systems theory and the Social Change Theory, have been demonstrated to offer crucial for underscoring the importance of unity of purpose and how change impacts on society and organizations respectively.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the research design that the researcher used to carry out the study. The following sections are included: data types, data collection techniques, and research design. The study was carried out in Murang'a County Government.

3.2 Research Design

When planning a study, researchers use a research design to map out their strategies (Cooper & Schindler, 2006). In this study, the researcher used descriptive survey design. Semi-structured questionnaire was used to collect in-depth data. The design was adopted because it helps to describe the phenomenon exhaustively and provides the researcher with an opportunity to verify the data using various sources like literature and observation. Given the restrictions of this study, a descriptive design was also perfect because the investigation was conducted in a limited geographical scope and so is logistically easier and simpler to undertake (Mugenda 2008). Descriptive survey research, according to Mugenda and Mugenda (2008), tries to elicit information that characterizes existing phenomena from secondary or primary sources. According to Creswell (2003), descriptive research strategy is employed when data is collected to characterize people, organizations, places, or occurrences.

The research population data was obtained from the Murang'a County Government website and official records. There are two main categories of information used in scientific study: qualitative and quantitative (Cooper & Schindler, 2006). Since primary resources are collected by someone like a researcher using methods like surveys, talks, and experiments (Jones, 2014). With the use of these sources, primary data was acquired in this study for the sole goal of the research.

However, it is important to consider the reliability and validity of the data when using it for research (Brown et al., 2013).

3.3 Target Population

According to Bryman (2016), the population is the total number of potential units. The diversity of the population as a whole, as well as large and small samples, will be highlighted. To ensure that varied aspects of the population, the population takes into account population, size, and urban/rural status. The study's population consisted of 5,000 Murang'a County employees (The Star, September 25th, 2022).

Sampling procedure is the process of selecting participants for a research study from a population. It is important to ensure that the sample is representative of the population to draw valid conclusions (Bernard & Andritsos, 2021). The overall sampling design entailed quota and purposive sampling design due to the expansive nature of the study area and population. With the help of a quota sampling method, 7 sub-counties were used to purposively select the sample. Using population data provided by the county government office, the number of households to be surveyed per cluster were estimated using proportionate stratification.

3.4 Sampling and Sampling Procedure

The researcher employed purposive sampling and quota sampling methods. Quota sampling is a non-probability sampling method that involves selecting a predetermined number of participants from each sub-group in a population. It is used when researchers need a representative sample from a specific population (Kim & Park, 2018). On the other hand, purposive sampling is a type of non-probability sampling method in which researchers select participants based on certain pre-

specified criteria (Costa et al., 2019). It is used if the researcher is looking to study a particular population or specific characteristics of a certain population.

Before any data was collected, the researcher obtained a list of the county staff from 7 sub-counties in Murang'a County from Murang'a County Assembly website. The researcher then apportioned the size of sample quota per sub-county based on the number of residents (Table 3.2). The researcher was finally purposively select the staff to include in the sample based on their cadre and experience (minimum of three years in their positions). The researcher calculated the sample size using the formula given by (Mugenda & Mugenda, 2003). As a principle, ff the target population is less than 10, 000, the required sample size should be smaller and is calculated using the formula below (Mugenda and Mugenda, 2003).

$$n_f = \frac{n}{1+ \frac{(n-1)}{N}}$$

Where:

nf = the desired sample size (when the population is less than 10,000)

n = the desired sample size (when the population is more than 10,000)

N = the estimate of the population size.

Using the formula, the sample size will be;

$$n_f = \frac{384}{1+ \frac{(384-1)}{4000}}$$

$$= 350$$

The sample size for the study was therefore determined to be 350 staff of County Government of Murang'a, drawn from all eight sub-counties. This sample was allocated using quota sampling, to the 7 sub-counties based on population as shown in Table 2.

TABLE 2
Quota Sampling Procedure

Constituency	Number of Employees	Proportionate sample size (X/586126) X350
Kangema Constituency	710	30
Mathioya Constituency	620	32
Kiharu Constituency	510	66
Kigumo Constituency	820	47
Maragua Constituency	960	57
Gatanga Constituency	760	58
Kandara Constituency	610	60
Total	**5,000**	**350 (Sample size)**

Source: Researcher (2022)

3.5 Research Instruments

3.5.1 Semi-Structured Questionnaire

The questionnaire used in this study was semi-structured with both open-ended and closed questions so as to elicit the required response from the respondents. A semi-structured questionnaire is a research tool used to collect qualitative data. It combines both open-ended and closed-ended questions to allow for more detailed responses. It is used to obtain a comprehensive understanding of topics or experiences (Ruel, 2019). The questionnaire is a popular data collection

tool as it is easy to administer, can be used to collect large amounts of data quickly, and is relatively cost-effective (Kothari, 2014).

3.6 Validity and Reliability of the Instruments

The term "validity" refers to a measurement technique's ability to reliably detect its target variable (Pritchett, 2017). Internal and external validity of the instruments were confirmed through the use of content validity. After the designing the questionnaire, the researcher worked with experts to examine each statement and determine the extent to which it related to the study's focus. The experts advised on adjustments to be made and the tool was accepted as valid.

3.6.1 Reliability of Instruments

To ensure the validity of the questionnaire used in this study, a pilot test was conducted in a nearby county that was not included in the main analysis. Reliability of a research instrument describes how reliably a piece of research tool produces the same or similar results time and time again (Mugenda & Mugenda, 2019). The reliability of the instruments is established if the results of the same test given to the same subject on two separate occasions are consistent with one another. Errors in data gathering might originate from either researcher or instrument error. The split-half reliability test, as described by Kothari and Gaurav (2014), indicates a high degree of dependability in an instrument if it yields the same result when administered twice. The Cronbach alpha reliability coefficient was used to measure the degree to which the survey results are consistent across all questionnaire items measuring the same construct.

3.6.2 Pilot Study

To establish the reliability and validity of the study instruments, a pilot study was conducted prior to the main study. It involved some 20 respondents selected from the study population but who were not included in the study sample. The Cronbach's coefficient test alpha was employed to conduct the reliability test. If the instrument has a Cronbach's alpha of less than 0.7 ($\alpha \geq 0.7$), it is consistent and provides a measurement tool of a mediocre quality (Costa et al., 2019). The instrument's reliability was proven by the reliability findings displayed in Table 3. The values of the alpha ranged between 0.704 and 0.825, and the researcher concluded that the instrument was reliable and had a good internal consistency level.

TABLE 3
Reliability Test Results

Scale	Cronbach's Alpha
Service delivery	0.706
ICT Automation	0.704
Legal Reforms	0.825
Political Transition	0.713
Staff Motivation	0.775

3.7 Data Collection Procedure

The researcher obtained the necessary authorization from the local administration before embarking on the study. Then the researcher also sought respondents' consent and assured them of confidentiality before issuing out the questionnaires. According to Sekaran (2003), questionnaires have the advantages of being efficient, low-cost, and trustworthy information gatherers. Personal interviews with county citizens, directors, and government officials will also be conducted.

3.8 Data Processing and Analysis

Research data analysis entails evaluating, transforming, and modeling data to reveal hidden meaning, context, and linkages (Costa et al., 2019). After data cleaning and coding, the data will be analyzed using a SPSS Application and Microsoft Office Suite. Measures of central tendency, tables, charts, and graphs will be used in the presentation of the results of the descriptive statistics analysis.

The researcher used path analysis model by calculating the values of direct and indirect correlation among the study variables. Path analysis is predicated on a set of structured linear regression equations that mathematically reflect a closed system of nested relationships among variables (Nayebi, 2020). The analysis was used to test the relationship between the independent and dependent variables. The first step entailed creating a regression model that included the independent variables (ICT Automation, Legal Reforms, Staff Motivation and Leadership Transition, and the dependent variable (Service Delivery). This model was used to test relationships between the independent and dependent variables after controlling for staff motivation.

Using the regression model,

$$Y = \beta_0 + \beta_1 A + \beta_2 LR + \beta_3 LT + \beta_4 SM \pm \epsilon$$

Where,

Y=Service Delivery	LT=Leadership Transition
β_0= constant	SM=Staff Motivation
A =Automation	ϵ= Margin of error

LR= Legal Reforms

3.8.1 Multi-Collinearity Test

The researcher used multi-collinearity test and to detect the presence of collinearity among the independent variables in a regression model. This test helps to identify redundant variables and can also detect if two or more variables are closely related to each other, which can lead to biased and unreliable results (Westfall & Arias, 2020). This test can be performed using various techniques, such as correlation matrix, variance inflation factor (VIF) and condition index (Westfall & Arias, 2020).

3.8.2 Likelihood Ratio

The researcher also used Likelihood Ratio to determine the quality of fit of the regression model. The Likelihood Ratio is a diagnostic tool used to examine two things: 1) The potential utility of a specific diagnostic test, and 2) The likelihood that an observation has a specific attribute or not. Using a Chi-square statistic, the ratios are essentially a ratio of the likelihood that a test result is correct to the probability that the test is incorrect.

3.9 Summary

The research strategy and methodology used in the study to accomplish the study's goals were provided in the chapter. The research design and strategy, sources of data, types of data, data collection methods, sampling procedures, data gathering methods, and data analysis tools that were used in this study are all specifically covered in this chapter.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

The study's findings are examined in this chapter. The chapter conducts a methodical analysis of the data while concentrating on the research goals to ascertain the impact of reforms on Murang'a County Government's service delivery. The results are reported as a summary of the respondents' responses to the survey's questions. The researcher uses tables to present the data and descriptive statistics to examine the data.

4.2 Presentation of Research Findings

4.2.1 Response Rate

Out of the 350 questionnaires that were distributed, 300 were properly filled out and returned, accounting for 85.71% of the total. According to Mugenda and Mugenda (2003), 50% of a sample's data must be acceptable for the research to proceed, hence 85.7% was more than acceptable for the researcher to continue with the data analysis. Figure 2 provides an illustration of the response rate information.

FIGURE 2
Response Rate
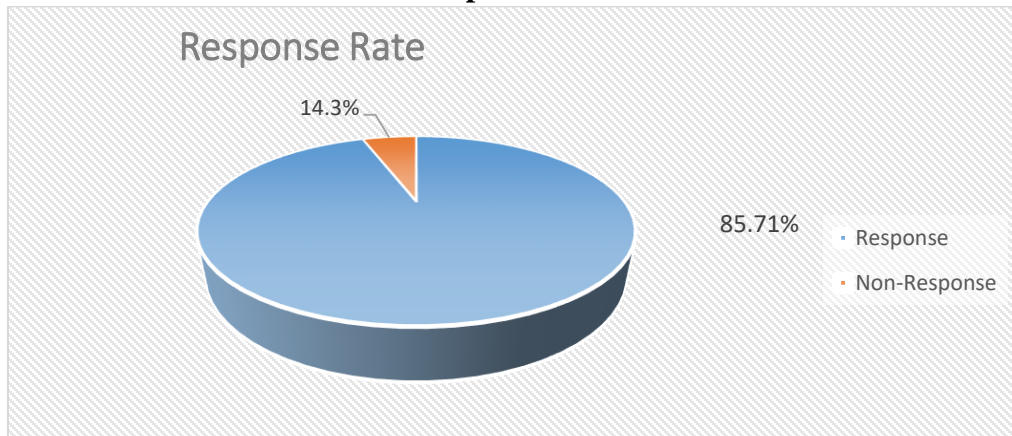
4.3 Demographic Characteristics of Respondents

4.3.1 Gender of Respondents

The gender distribution of the respondents was assessed and tabulated. Out of the 300 respondents, 176 indicated that they were male, which was 58.76% of the total respondents, while 41.30% the respondents were female. The result is tabulated in Table 4 and Figure 3.

TABLE 4
Distribution of respondent's gender

Gender	Frequency	Percent %
Male	176	58.70%
Female	124	41.30%
Total	**300**	**100%**

FIGURE 3
53

Gender Distribution of Respondents

Gender of Respondents

- Male, 58.70%
- Female, 41.30%

60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%

MALE   FEMALE

■ Gender of Respondents
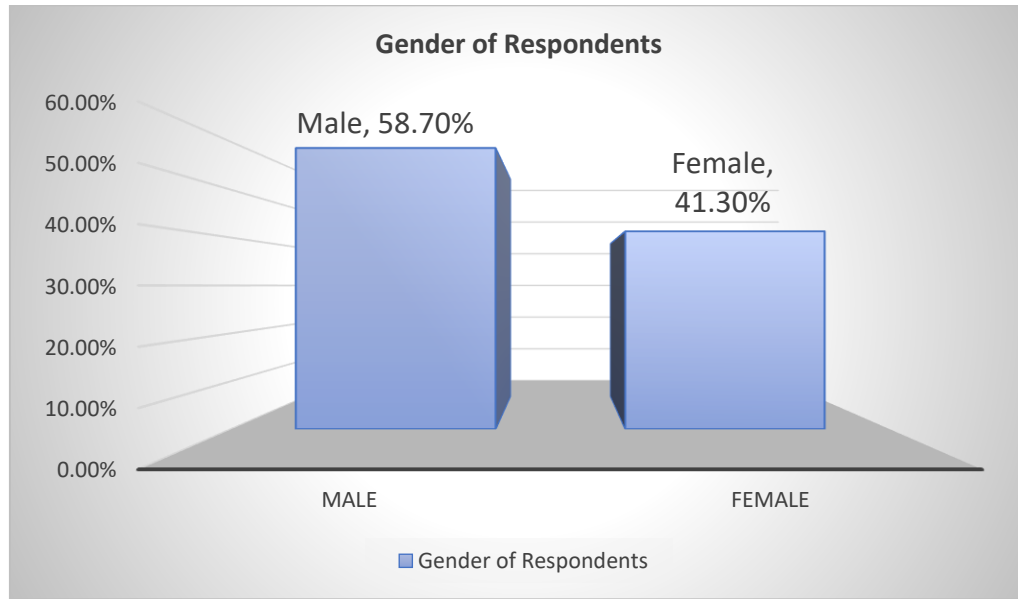
4.3.2 Age Distribution of Respondents

Respondents were asked about their ages in categories of intervals of ten. The chart below shows that a majority of respondents were in the 41-45 age bracket (30.3%). It shows distributed response age group with those below 30 years and above 50 years contributing to least of responses 4.7% and 6% respectively). The results were analyzed in Table 5 and Figure 4.

TABLE 5
Distribution of respondents by age bracket

Age bracket	Frequency	Percent
<30 years	14	4.7%
31-35 years	58	19.3%
36-40 years	66	22%
41-45 years	91	30.33%
46-50 years	53	17.67%
Above 50 years	18	6.0%
Total	**300**	**100**%

According to the data shown in Table 4.3, the majority of all probed respondents, 91 (30.3%), were between the ages of 41 and 45, followed by 66 (22%), 36-40, 58 (19.3%), 31-35, 53 (17.67%), 46-50, 6.0%, and 14 (4.7%), who were under the age of 30. 65.9% of respondents, who make up the majority of the working population, are between the ages of 35 and 54.

FIGURE 4
Respondents' Age Categories

Respondents' Age Categories
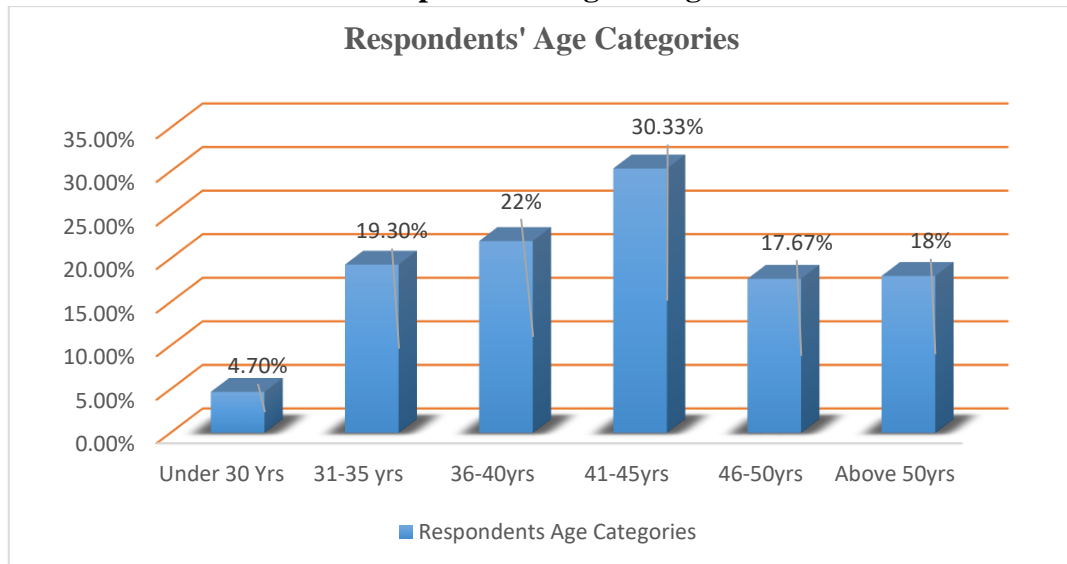
4.3.3 Level of Education

The respondents' educational background is crucial because it may be used to gauge their general knowledge of bank operations, which in turn enables them to identify market trends and evaluate services. Figure 5 and Table 6 illustrates the results.

TABLE 6
Academic qualification of the respondents

What is your highest professional qualification?	Frequency	Percentage
College Diploma	66	22%
Bachelor's degree	198	66%
Master's degree	34	11.33%
PhD	2	0.6%
Total	**300**	**100%**

The majority of respondents (79%) said their greatest level of education was a bachelor's degree. They were followed by respondents with a master's degree as their greatest level of education, which accounted for 14% of the total. The remainder held college degrees. This suggests that the majority of respondents held a bachelor's degree at the very least.

FIGURE 5

Respondents' Academic Qualifications

Respondents' Academic Qualifications

- PhD: 0.60%
- Master's degree: 11.33%
- Bachelor's degree: 66%
- College Diploma: 22%

■ Respondents' Academic Qualifications
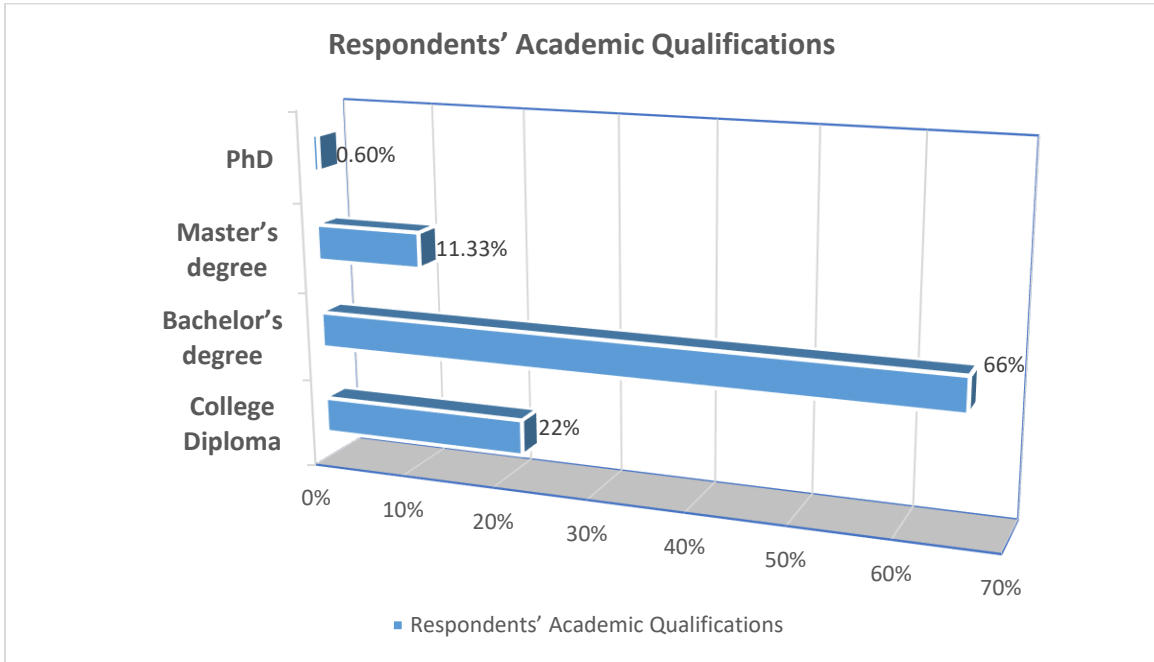
4.4 Working Experience at Murang'a County Government?

The purpose of the study was to determine how long each respondent had been employed by the Murang'a County Government. It was expected that the working experience helped the workers to gain familiarity with the service delivery in the County and the preceding Murang'a municipality before the onset of the devolved system in 2013. Results presented in Table 7 and Figure 6show that the majority of the respondents had worked in the County for a period of over 0 years as shown by 48% while 38.33% had worked for between 16 and 20 years. Those who had been in the County for a period of 1 to 5 years were 5%. Only 7% of the respondents had worked in the area for more than 20 years.

TABLE 7

Working Experience in Murang'a County or Defunct Murang'a Municipality

How long have you worked in Murang'a County Government or Defunct Murang'a Municipality?	Frequency	Percent
Under 5 Years	45	**15%**
6-10 Years	112	**37.33%**
11-15 Years	143	**47.67%**
Total	**300**	**100%**

FIGURE 6

Respondents' Working Experience with MCG
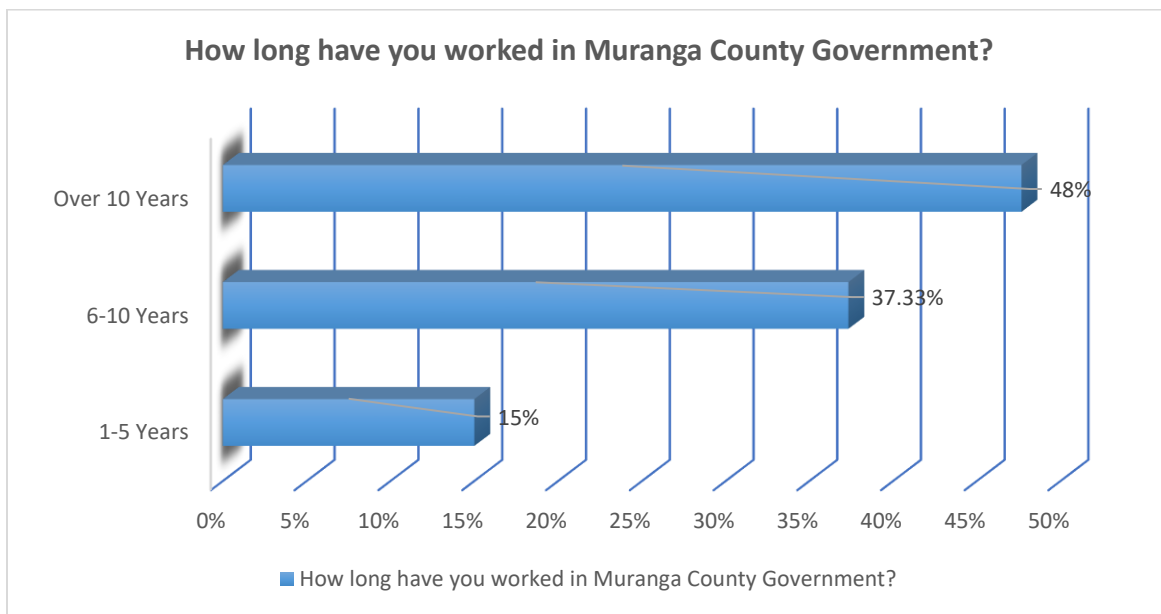
4.5 Effects of Automation on Service Delivery

The respondents felt that automation had improved service delivery. 54% answered in affirmation compared to 46% who gave contrary opinion. This number was in tandem with 61% who also agreed that ICT automation had helped improve revenue collection. In addition, respondents observed that productivity was positively affected by application of ICT automation in revenue

collection. However, on client satisfaction with automation of services, only 36% of the respondents said that clients were satisfied with automation against 64% who answered 'No'. The research sought to question on how much automation of revenue collection had aided productivity. Table 9 summarizes the results on the feedback to this question. 44% [132] indicated that revenue collection had risen by 10-30% while 37.33% stated that the revenue had shot by over 40%, and 18.7% put the change at less than 10**%** [Table 8 and Figure 7]

TABLE 8
Effects of automation on revenue collection

By how much has automation of revenue collection aided?	Frequency	Percent
Less than 10 %	56	**18.7%**
10-30%	132	**44%**
Over 40%	112	**37.33%**
Total	**300**	**100%**

FIGURE 7
Effects of Automation on Revenue Collection

By How Much has Automation of Revenue Collection aided?
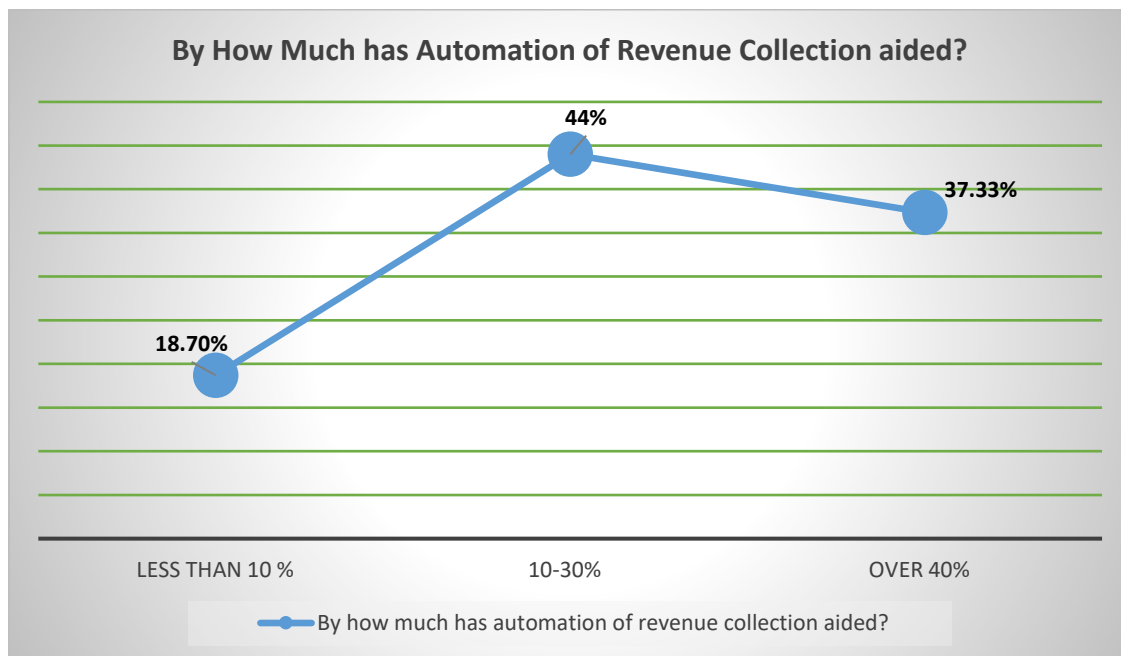
4.6 Effects of Reform in Procurement Laws

Procurement plays important role in service delivery. A number of procurement laws and regulations have been implemented in county government regulatory environment, such as the Public Finance Management Act (2012). The researcher sought to investigate the impact of these changes in service delivery. The first question on whether legal and regulatory reforms had enhanced service delivery, where 50.33% (151) answered 'No', 44.3% (133) answered 'Yes' and 'Not sure' had 5.33% (16). The second question was whether legal and regulatory reforms enhanced service delivery. Some 71% (213) answered in affirmation, 29% (87) said 'No'. On how Public Finance Management System had affected service delivery, 51.33% (154) of the respondents answered 'No', with 47.67% (143) 'Yes', while 'Not sure' had 0.67% (2). On the effects of the Public Procurement and Disposal Act (2012) on service delivery, 'No' had 54.67% (164) respondents, 'Yes' had 41.67% (125), while the rest were 'Not sure' (3.67%). The majority

of respondents (62%, n=186) however disagreed that policies and laws enacted by the county assembly friendly to service delivery, with 32.33% answering 'Yes' and Not Sure', 2.33% (7). Table 9 and Fig 8 gives a summary of the responses.

TABLE 9
Effects of Procurement Regulatory and Reforms

Question on Procurement Regulatory and Reforms	Yes	No	Not Sure
Has Legal and regulatory reforms enhanced service delivery?	44.3% (133)	50.33 % (151)	5.33% (16)
Has Legal and regulatory reforms enhanced service delivery?	**71%** (213)	29% (87)	0
Has Public Finance Management System affected service delivery?	47.67% (143)	51.33 % (154)	0.67% (2)
Has the Public Procurement and Disposal Act (2012) enhanced service delivery?	41.67% (125)	54.67 % (164)	3.67% (11)
Are policies and laws enacted by the county assembly friendly to service delivery?	32.33% (97)	**62%** (186)	**2.33%** (7)

FIGURE 8
Question on Procurement Regulatory and Reforms
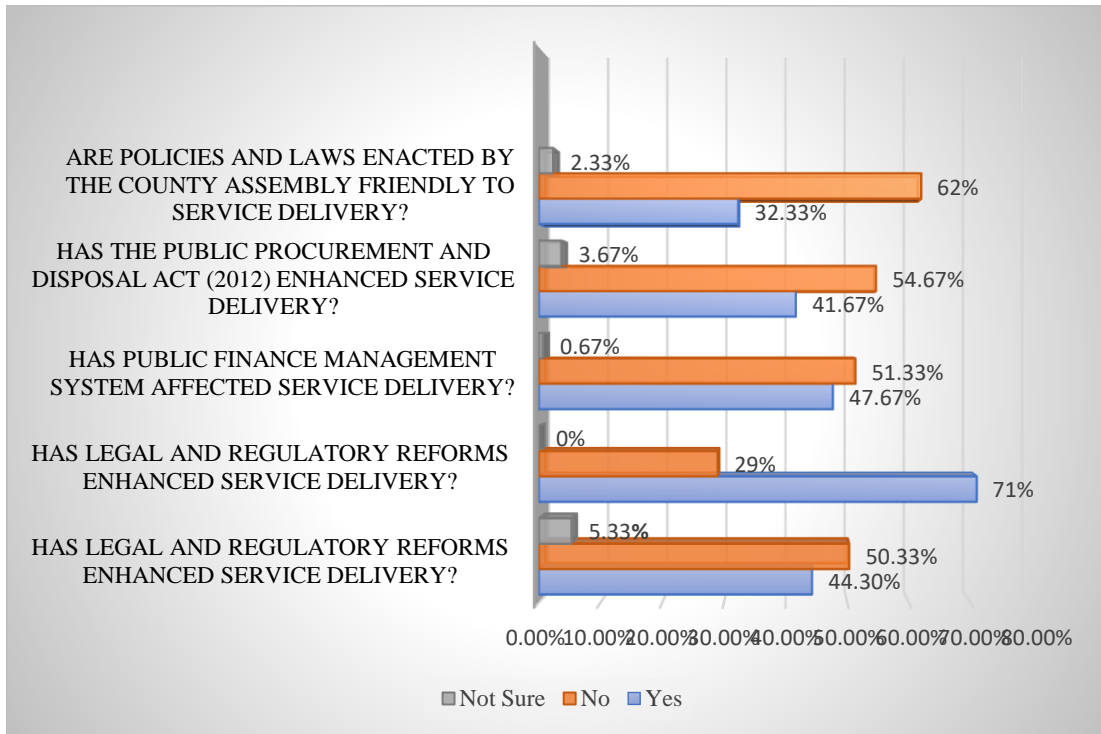
4.7 Influence of Changes in Motivation Factors

Motivational factors are important in staff performance in service delivery. The study asked if legal and regulatory reforms had affected motivation of the staff of Murang'a County Government. Inadequate staff skill was mentioned by the majority, 34.33% (103), while irregular or inadequate payment of allowances had 29.3%. On the other hand, weak policies were mentioned by 21.33% (64), while the rest of the respondents (15%) cited poor management attitude.

Further, the study enquired from the respondents on incentives to improve motivation in service delivery staff. Some of the incentives cited includes allowances, promotion and training as the main motivators in improving service delivery among the county staff. Others mentioned include facilitation, security of tenure, and improvement of facilities (Table 10 and figure 9).

62

TABLE 10

TABLE 10
Influence of Motivation on service Delivery

Which of the following has negative effect on motivation as a service delivery staff?	Frequency	Percent
Irregular or inadequate payment of allowances	88	29.3%
Inadequate staff Skill	103	34.33%
Weak policies	64	21.33%
Poor Management Attitude	45	15%
Total	**300**	**100%**

FIGURE 9
Effects of Leadership on Motivation

63
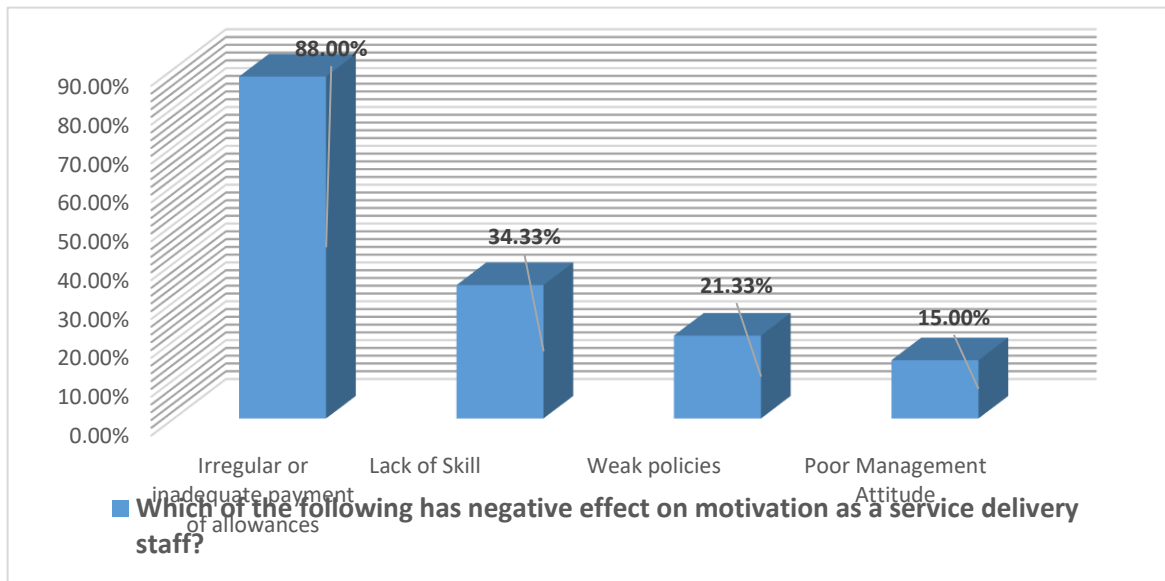
4.8 Effect of Leadership Transition on Service Delivery

The research surveyed the opinion of the respondents in relations to leadership and service delivery. On how political transition process affected service delivery in the county, the majority 59% (177) believed that transition had 'greatly' affected service delivery, while 31.33% (94) said it had 'somewhat' affected the same. The other question related to how changes in leadership (MCAs, Governor) had affected service delivery. Those who said that political leadership changes had affected service delivery were 76.67% (203), while 22.33% (67) thought the changes had 'somewhat' affected services and 10% said these changes did not have any effects. Relating to changes in leadership style, 40% (120) said it greatly affected the performance of staff in service delivery, while 34.67% (104) said this did not have any effects at all. The rest (25.33%, n=300) noted that leadership style only 'somewhat' affected service delivery. In the same vein, 61.67 % (185) of the respondents felt that political transition is disruptive to service delivery, while 21% (63) viewed political transition did not have any impact on service delivery. The remaining 17.33% (52) argued that political transition was somewhat disruptive. Table 11 and Figure 10 shows the summary of the responses.

TABLE 11

Effects of Change in Leadership on Service Delivery

Questions on Leadership changes and Service Delivery	Somewhat	Greatly	Not at all
How has political transition process affected service delivery in the county?	31.33% (94)	59% (177)	9.66 % (29)
How has the changes in leadership (MCAs, Governor) affected service delivery?	22.33% (67)	76.67% (203)	10% (30)
Does change in leadership style affect your performance in service delivery?	25.33% (76)	40% (120)	34.67% (104)
Is political transition disruptive?	17.33% (52)	61.67 % (185)	21%(63)
Total	**289**	**685**	**226**

FIGURE 10
Questions related to Reforms and Motivation

Questions on Leadership changes and Service Delivery
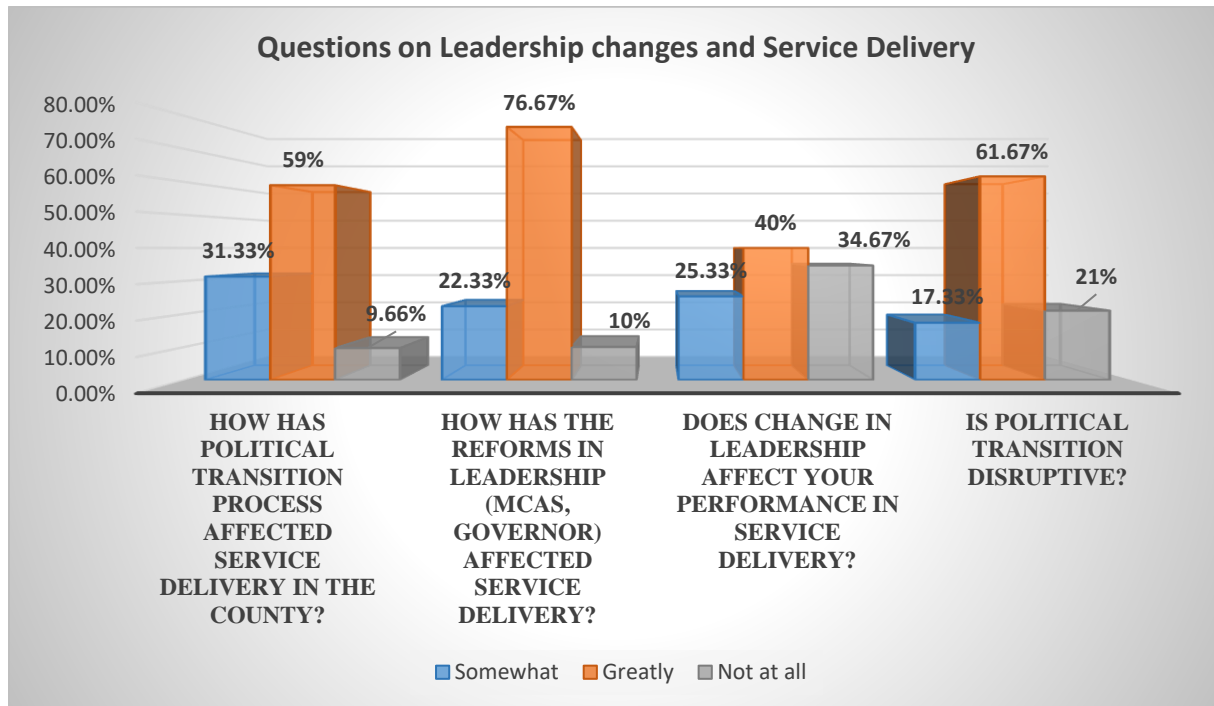
4.9 Descriptive Statistics on Influence of Reforms on Service Delivery

The study sought to determine the relationship between county reforms and service delivery. The study assessed how the county staff viewed the effectiveness of their service delivery in the backdrop of various reforms and changes happening in the county. The total number of respondents, the minimum and maximum values, the mean and standard deviation of the variables used in the study are all included in the descriptive analysis. The majority of respondents felt that county government reforms in Murang'a County had an impact on service delivery, as indicated in Table 12 and Figure 4.10.

Respondents general agreed that automation had enhanced accountability with 140 (46.7%) 'Strongly agreeing', while 126 (42%) 'Agreeing'. The rest (18.7%) had contrary view. On the question of how automation had led to improved revenue collection, the responses were largely in disagreement with 125 (41.67%) indicating they had 'strongly' disagreed and 121 (40.33%) who did 'disagree', 13 (4.33%).

FIGURE 11

Respondents' on influence of reforms on service delivery
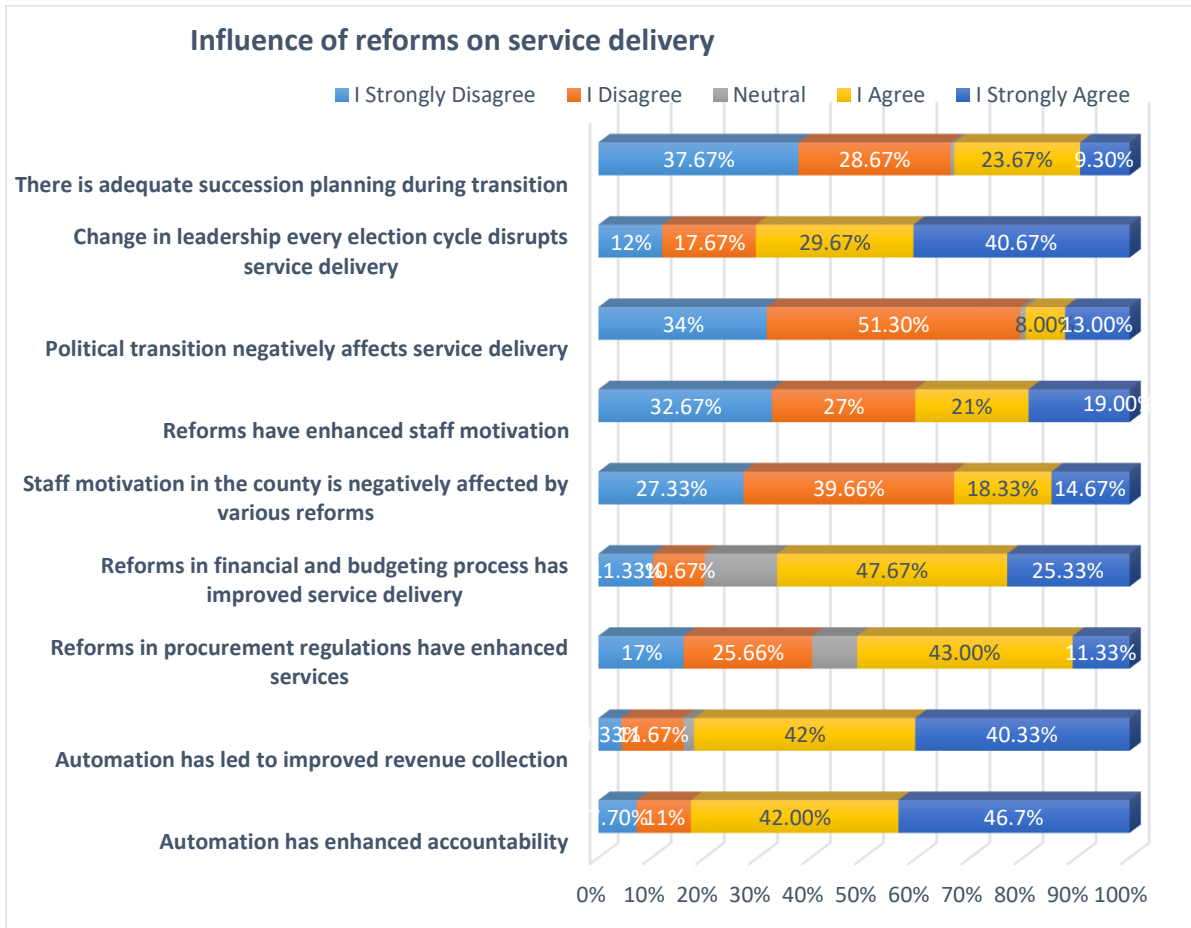
The majority of respondents felt that change in leadership every election cycle disrupts service delivery. A total of 89 (29.67%) agreed while 122 (40.67%) strongly agreed. The remaining 30% did agree with this opinion. Generally, there was adequate succession planning during transition where 66% answering in affirmation, compared to 33% who differed.

TABLE 12

Descriptive Statistics on influence of reforms on service delivery

In the table below, Indicate the extent to which you agree or disagree with the following statements regarding the influence of reforms on service delivery.

Scale: Strongly Disagree (1), I Disagree (2), Neutral (3), I Agree (4) I Strongly Agree (5)

(n=300)

	Construct	(1)	(2)	(3)	(4)	(5)
I	Automation has enhanced accountability	23 (7.7%)	33 (11%)	0	126 (42%)	140 (46.7%)
ii	Automation has led to improved revenue collection	13 (4.33%)	35 (11.67%)	6 (2%)	125 (41.67%)	121 (40.33%)
iii	Reforms in procurement regulations have enhanced services	51 (17%)	77 (25.66%)	9 (3%)	129 (43%)	34 (11.33%)
V	Reforms in financial and budgeting process has improved service delivery	34 (11.33%)	32 (10.67%)	15 (5%)	143 (47.67%)	76 (25.33%)
vi	Staff motivation in the county is negatively affected by various reforms	82 (27.33%)	119 (39.66%)	0	55 (18.33%)	44 (14.67%)
vii	Reforms have enhanced staff motivation	98 (32.67%)	81 (27%)	0	64 (21.33%)	57 (19%)
viii	Political transition negatively affects service delivery	102 (34%)	154 (51.3%)	3 (1.0%)	24 (8%)	39 (13%)
ix	Change in leadership every election cycle disrupts service delivery	36 (12%)	53 (17.67%)	0	89 (29.67%)	122 (40.67%)
X	There is adequate succession planning during transition	113 (37.67%)	86 (28.67%)	2 (0.7%)	71 (23.67%)	28 (9.3%)

4.9.1 Suggested ways of improving service delivery in Murang'a County

The researcher sought suggestions from the respondents on ways of increasing the effectiveness of service delivery in Murang'a County. Among the suggested ways of improving service delivery in the county included allocation of adequate resources, training of staff in implementing major change projects, proper succession planning, and improved public participation processes. On the other hand, the study sought suggestions on ways of making reforms less disruptive. The most common measures mentioned by respondents included; equipping staff with resources and skills on change, administrative change, planning, strategic planning, and enhancing security of tenure for core staff.

4.10 Regression Analysis

The study conducted an analysis to determine the correlation between Murang'a County's reforms and service delivery. The extent to which (ICT Automation, Procurement Laws Reforms, Leadership Transition, and Staff Motivation) have an impact on service delivery in Murang'a County, Kenya, is indicated by regression analysis in Table 4.13. Regression analysis aids in determining the link between the study's key variables. Regression was utilized in the current study to examine the association between the independent variables and service delivery (the dependent variable).

4.10.1 Regression Model Summary

The study further aimed at determining how independent variables (ICT Automation, Legal Reforms, Leadership Transition, and Staff Motivation) affect service provision in the County Government of Murang'a. Overall, the p-value is 0.05 or less (5%). This demonstrates that the regression model's overall results were significant at the estimated 95% level of significance. It

also implied that the examined independent variables have a sizable impact on the County's service delivery.

Table 13 shows the effects of reforms on the provision of services in the County Government of Murang'a has a correlation value of 0.336. This indicates a weak linear link between the reliance between the variables. The value of R-square was 0.113 (11.3%). The implication of this result is that at 11.30% of the relationship has been explained by the independent variables (ICT Automation, Legal Reforms, Leadership Transition, and Staff Motivation), while the remaining variations in service delivery was caused by other factors not determined in this study.

TABLE 13
Regression Model summary

Model	R	R²	AdjustedR²	Std. Error of the Estimate
1	.336ª	.113	.101	.5115

Predictors: (Constant), influence of ICT Automation, Legal Reforms, Leadership Transition, and Staff Motivation

4.10.2 Analysis of Variance (ANOVA)

The significance of the regression model was determined by the study's usage of the ANOVA test. If the p-value is lower than 0.05, the model is deemed significant. Table 14 and 15 demonstrates that the regression model utilized was statistically significant and is effective at forecasting the impact of reforms on service delivery with a p-value of 0.001. Basing the confidence level at 95%, the analysis indicates the highly reliability of results obtained. The overall ANOVA results indicate that the model was significant at F=9.381 at 0.05 or 5% level of significant. The findings indicated that reforms had a statistically significant effect on service delivery. This means that the

overall model was significant and that reforms (ICT Automation, Legal Reforms, Leadership

Transition, and Staff Motivation) have influence on the service delivery in Murang'a County,

Kenya. The model was therefore fit since significance value is 0.000 and it is less than 0.05.

TABLE 14
Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.910	4	2.48	9.381	.000[b]
Residual	77.906	295	.264		
Total	87.815	299			

a. Dependent Variable: Service Delivery
   b. Predictors: (Constant), influence of ICT Automation, Legal Reforms, Leadership
   Transition, and Staff Motivation

4.10.3 Coefficients

TABLE 15
Multiple regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.537	.292		38.678	.002
Automation	-0.010	.060	-0.009	-0.168	.866
Procurement Reforms	-0.009	.076	-0.134	-0.120	.904
Leadership Transition	-0.187	.161	-0.216	-3.049	.003
Changes in Motivation	0.329	.081	0.406	4.079	.000

. a. Dependent Variable: Service Delivery

Source**:** Researcher (2023)

Automation had a regression coefficient of β= -0.010 (t= -0.168), which was deemed not

statistically significant at 0.000, according to Table 16's findings. This showed that a reduction in service delivery of 0.010 units was caused by a change in 1 unit of automation. Procurement Reforms was also not statistically significant with a regression coefficient of β= -0.009 at 0.000 significance level. On the other hand, a change in Legal Reforms of one unit was correlated with a decrease in service delivery of 0.009 units. Regression coefficient for Leadership Transition was β = -0.187, meaning that a change in leadership was correlated with a reduction in service delivery of 0.187 units. Staff Motivation was found to be statistically significant at 0.000, with a regression coefficient of β = 0.329 indicating that a unit change in staff motivation was connected with an increase of 0.329 units in service delivery.

The study concluded that leadership transition had statistically significant inverse effect on service delivery, while Automation, Procurement laws reforms, and Staff Motivation had a statistically significant effect on service delivery among the staff of Murang'a County government. The coefficient results produced the equation of Multiple Linear Regression model as follows;

Using the regression model, $Y=\beta_0+\beta_1 A+\beta_2 PR+\beta_3 LT+\beta_4 SM \pm \epsilon$

Where,

Y=Service Delivery $\qquad$ LT=Leadership Transition

β_0= constant $\qquad$ SM=Changes in Motivation

A =Automation $\qquad$ ϵ= Margin of error

LR= Procurement Reforms

From the analysis, B_0=2.537, β_1= -0.010A, β_2= -0.009, β_3= -0.187, and β_4= 0.329

The values obtained from the regression analysis, the model was expressed as follows:

$Y= 2.537+ - 0.010A + - 0.009 PR+ -0.187LT + 0.329 SM$

The results indicate that reforms and service delivery are positively and significantly

associated (0.010 (p<0.05). A statistical significance (F-value = 9.381; p= 0.01) was determined. R^2 was 0.113 or 11.3% which was significant at 0.001 level. This implies that reforms explained about 11.3% of the variation in service delivery the remaining variations in service delivery was caused by other factors not determined in this study.

4.10.4 Diagnostic Tests

A multi-collinearity test and Likelihood ratio were performed on the panel data results. Prior to fitting data into a linear regression model, regression diagnostics should be run to examine the model's premises and see if the fitted model has errors that could affect the model's bias, accuracy, or efficiency. While some tests are run on the residuals after the model has been fitted to the data, others are run before to the model fitting.

4.10.5 Test of Multi-collinearity

Multi-collinearity arises when two different variables measure the same thing which may hinder in getting the result for explanatory variable on customer satisfaction. To make sure that the selected variables for the study are free from Multi-collinearity, the study tested Multi-collinearity by using the method of VIF (Variance Inflation Factor). The variance inflation factors (VIF) whose critical value is 5 were used in this test. There is no proof that a predictor variable was highly linearly connected to another predictor variable when the VIF of that predictor variable is less than 5. However, multi-collinearity is evident when the VIF value exceeds 5. Table 16 lists the conclusions.

TABLE 16
Test for Multi-collinearity

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Variable	VIF	1/VIF
Automation	1.32	0.758
Legal Reforms	1.365	0.733
Leadership Transition	1.31	0.763
Changes in Motivation	1.02	0.980
Mean VIF	1.254	

Table 4.14's data from the study show that the typical VIF was 1.254. Legal changes had the highest VIF (1.365) and staff motivation had the lowest (1.02) among the study's predictor elements. No variable had a VIF of less than 0.1, indicating that there were no closely linked variables, which could result in skewed and incorrect results.

4.10.6 Likelihood Ratio

The Chi-Square test was used to determine if the results of the study followed the expected probability distribution of the data and whether the difference between the observed data is due to relationship or due to chance among the variables of the study. Procurement Law reforms $(0.904 (p > 0.05))$ and automation $(0.866 (p > 0.05))$ had significance value greater than 0.05, hence not significant. The other two variables, change in motivation $(0.00 (p < 0.05))$ factors and leadership transition $(0.003 (p < 0.05))$ had small (less than 0.05) significance values, so you can consider them risk factors (Table 17).

TABLE 17
Likelihood Ratio

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.537	.292		8.678	.000
	Automation	-.010	.060	-.009	-.168	.866
	Motivation	.329	.081	.406	4.079	.000
	Procurement Laws	-.009	.076	-.010	-.120	.904
	Leadership Change	-.187	.061	-.216	-3.049	.003

a. Dependent Variable: Service Delivery

4.11 Discussion of the Findings

In line with the four study questions, the following was the summarized discussion of the findings:

4.11.1 How has automation affected service delivery in Murang'a County Government?

The finding was that automation had improved service delivery as well as revenue collection as affirmed by 54% of the respondents. Further, 61% agreed that ICT automation had helped improve revenue collection. The finding was supported by the reviewed literature like Ligeyo (2019) who deduced that automation enhanced efficiency and effectiveness of the system. On the other hand, the World Bank (2012) and Githinji et al (2014) found that CT tools like cloud computing, the internet of things, data analytics, and mobile technology have allowed public organizations to streamline their processes, increase efficiency, and offer better services to citizens. In fact, Nwekeaku and Obiorah (2019) discovered that ICT helps government entities communicate with citizens in a meaningful way by delivering timely and appropriate information.

According to Nwekeaku and Obiorah (2019), one benefit of automation is the chance to automate repetitive operations and utilize cutting-edge technologies. In Kenya, automation has greatly improved county governments' ability to provide services. The study found out that 44% [132] of the respondents indicated that revenue collection had risen by 10-30% while 37.33% stated that

the revenue had shot by over 40%, and 18.7% put the change at less than 10%. In tandem with this finding, Githinji, et al. (2014) established that automation provided a more reliable method of collecting income by reducing or eliminating issues like non-collection, non-remittance, and payer-collector alliances that aim to game the system

However, on client satisfaction with automation of services, only 64% of the respondents said that clients were dissatisfied with automation. The finding was supported by Kosgey and Njoroge, (2022) and Ligeyo (2019) who suggested that automated systems can be prone to glitches and malfunctions, leading to delays in revenue collection and an overall decrease in efficiency. Further, Parsons (2012) posited that the main drawback of automation in service delivery among county governments in Kenya is the risk of creating digital and economic inequality between those who have access to the technology and those who do not.

4.11.2 How has changes in procurement legal and regulations impacted in service delivery by Murang'a County Government?

The third question in the study was to assess whether legal and regulatory reforms in procurement had enhanced service delivery, the opinion of respondents was divided on the impact of the changes on service delivery. Respondents (50.33%) did not believe that reforms had positive impact compared to 44.3% (133). With 71% of the respondents indicating that procurement law changes had not enhanced service delivery, the available literature shows that such changes can have significant effects on service delivery (Wamuyu & Ndiege, 2018). For instance, reforms can affect the implementation of various programs may affect the availability of funds to counties can cause them to cut back on services, infrastructure, and programs, thus adversely affecting their citizens.

The study also found that Public Finance Management System had affected service delivery (51.33%). This was in agreement with Ngoima and Ndeto (2022), who found out that the Public Finance Management Act 2012 and the Public Procurement and Asset Disposal Act, 2015 were passed to provide a legal framework for managing public finances, as well as to strengthen the oversight and accountability of county governments but there were challenges in achieving the intended purpose.

4.11.3 To examine influence of changes in leadership style has affected service delivery in Murang'a County Government.

The last question in the study attempted to reveal the effects of changes in leadership style due to political transition in Murang'a County Government. Transition had 'greatly' affected service delivery (59%) while political leadership changes leadership (MCAs, Governor) had affected service delivery (76.67%). Reinforcing this argument was Okumu-Ojiambo (2022) who posited that political transition can have a significant impact on the services provided by governments, which may either enhance or diminish access to services depending on the type of government in place. Political transition in county governments has a significant impact on the management style of such county leadership (Macharia, 2021; Njiiri et al., 2021).

Relating to changes in leadership style, 40% (120) said it greatly affected the performance of staff in service delivery. In the same vein, 61.67 % (185) of the respondents felt that political transition is disruptive to service delivery. This observation was strongly supported by findings by Kosec and Wantchekon (2020). The concluded that leadership turnover in county governments had a significant effect on service delivery by disrupting the continuity of service delivery, as new leaders may be unfamiliar with existing processes and policies. Also, Karama and Linge (2019) concluded that management support had a significant effect on service delivery.

4.11.4 To what extent has changes in motivation factors affected service delivery in Murang'a County Government?

The study sought to know if reforms had affected motivation of the staff of Murang'a County Government. Factors mentioned as diminishing motivation of the staff include inadequate staff skill (34.33%), irregular or inadequate remuneration (29.33%), weak policies (21.33%), and poor management attitude (15%). In order to ensure an efficient healthcare workforce and strengthen Kenya's healthcare systems, Hongoro (2020) concluded that there were more similarities than differences among the motivational factors of healthcare professionals, regardless of the hospital. She therefore suggested that motivation strategies be developed and implemented in both public and private not-for-profit hospitals. Smith (2021) claimed, however, that motivated employees can bring greater creativity to their work and develop creative solutions to consumer needs.

Further, the study enquired from the respondents on incentives to improve motivation in service delivery staff. Respondents cited allowances, promotion and training as the main motivators in improving service delivery among the county staff. Others mentioned include facilitation, security of tenure, and improvement of facilities. The literature supported the finding by Kitur et al. (2020) who depicted a positive significant relationship between direct compensation and quality service delivery. According to Adena and Harke (2020), it is important to create a motivating environment that encourages employees to reach their goals using various strategies that deliver immediate gratification to the employees.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study's findings, conclusions, and recommendations. The study aimed to investigate the effects of reforms on service delivery by Murang'a County Government. The chapter further suggests policy recommendations that can be implement to help the county government to smoothly undertake reforms and maintain high quality of service delivery and also addresses the study's limitations and provides suggestions for additional research on effects of changes on service delivery, and areas for further studies.

5.2 Summary of the Study

Devolution has made tremendous progress in the provision of vital services to Kenyans across the 47 County Governments. However, various reforms have affected the quality of services due to disruptions emanating from the changes from time to time. Murang'a County been cited severally for non-compliance with various legal instruments such as PFMA Act 2012 and the Public Procurement and Asset Disposal Act, 2015 (Njoroge & Moi, 2020).

The initial inquiry in this research study concerned the impact of automation on Murang'a County Government service delivery. The conclusion was that automation has enhanced both revenue collection and service delivery. The study's results were evaluated to draw significant inferences from the qualitative data. The findings were then provided with pertinent citations in comparison to earlier research that were connected to the study's theme. A summary and conclusions were drawn from the study's findings.

5.3 Summary of Findings

The study established that there is a relationship among the five variables in the study under consideration, namely, automation, legal reforms leadership transition, staff motivation, and service delivery.

5.3.1 Demographic Characteristics of Respondents

The gender distribution of the respondents indicated that males were 58.76% of while 41.30% the respondents were female, majority (30. 3%) of whom were in the 41-45 age bracket. The respondents' greatest level of education was a bachelor's degree (79%), which was followed by respondents with a master's degree. Most of the respondents (i.e., those who worked in the now-defunct Murang'a Municipal County) had been employed by the County for between 11 and 15 years.

5.3.1 Influence of Automation on Service Delivery

The study established that service automation had improved service delivery. Application of ICT-backed technology had improved revenue collection and positively affected service delivery. Clients were satisfied with automation. Multiple regression analysis showed that Automation had negative regression coefficient and was not significant (t=-0.168, p> 0.05) at 5% level of significance. implying a moderate negative correlation to service delivery. While Ligeyo (2019) posited that system automation was one of the most phenomenal change in county operations, the study finding might indicate that there may be other factors impinging on the automation process making it not have an important effect on service delivery. As Nwekeaku and Obiorah (2019) noted, automation can significantly enhanced service delivery among county governments in Kenya through the digitization of services such as filing taxes, applying for business permits, and registering for social security benefits.

5.3.2 Influence of Changes in Procurement Laws on Service Delivery

Legal and regulatory reforms related to procurement had not significantly enhanced service delivery, as the opinion of respondents was divided on the subject. However, if the changes are implemented properly, they can have significant effects on service delivery. The Finance Management Act 2012 and the Public Procurement and Asset Disposal Act, 2015 had helped the county to enhance their planning and implementation of projects but certain factors hinder their effectiveness. With a significance level of .904, Procurement laws reforms ($t= -0.120$, $p> 0.05$) and thus not significant. However, according to Ngoima and Ndeto (2022) and reinforced by Matunga et al. (2021), procurement regulatory framework has significant implications on the way counties in Kenya operate. The Public Finance Management Act 2012 and the Public Procurement and Asset Disposal Act, 2015 have been instrumental in providing a legal framework for managing public finances and enhancing the oversight and accountability of county governments (Ngoima & Ndeto, 2022).

5.3.3 Influence of Change in Motivation Factors on Service Delivery

The study sought to know how legal and regulatory reforms had affected motivation of the staff of Murang'a County Government. Factors mentioned include inadequate staff skill, irregular or inadequate remuneration, weak policies, and poor management attitude. From the regression results, Automation was deemed to be statistically significant and had the strongest correlation index. This might indicate that automation directly affected service delivery and reinforces the argument that motivated staff can bring more creativity to their roles, creating innovative solutions to customer needs (Smith, 2021). Conversely, when staff are not motivated, service delivery can suffer as staff may be more likely to take shortcuts or lack the enthusiasm to provide a desirable level of service (Nightengale, 2000). The county government of Murang'a must provide

incentives, recognition, and appreciation to employees to encourage them to perform better and achieve business objectives.

5.3.4 Influence of Leadership Transition on Service Delivery

The study assessed how changes in leadership affected service delivery. It was established that political transition process affected service delivery. Changes in political leadership changes had affected service delivery greatly affected the performance of staff in service delivery of the respondents felt that political transition is disruptive to service delivery. Leadership Transition had regression coefficient -0.187 (t=-0.120, $p<0.05$). This implies that there is weak negative association between leadership changes and service delivery. The concluded that leadership turnover in county governments had a significant effect on service delivery by disrupting the continuity of service delivery, as new leaders may be unfamiliar with existing processes and policies. While Okumu-Ojiambo (2022) noted that the political transition in county governments in Kenya has led to a shift in management style, political transition in county governments in Kenya also has a significant impact on the management style of such governments (Macharia, 2021; Njiiri et al., 2021).

On the other hand, reforms had affected motivation of the staff of the county government. Factors diminishing motivation were identified as inadequate staff skill, irregular or inadequate remuneration, weak policies, and poor management attitude. Incentives to improve motivation in service delivery staff were also identified such as, allowances, promotion and training, enhancement of security of tenure, and improvement of facilities. Staff motivation had the highest positive regression coefficient 0.329 (t=4.079, $p<0.05$), which is a significant positive relationship with service delivery. The finding was in tandem with Njuguna's (2010) who deduced that staff

motivation has a direct effect on service delivery. Also Nightengale (2000) concluded that workers lose motivation when they feel unappreciated by their employer.

5.4 Conclusion of the Study

The study has established that important influence of reforms and the attendant change on service delivery in County Government of Murang'a. While the four variables in the study, namely, automation, procurement reforms staff motivation and leadership transition have been shown to play important role in service delivery. Changes in motivation factors had the strongest positive correlation to service delivery and therefore the study concludes that changes in leadership changes was a major factor that can affect service delivery. Leadership transition was also significant while at the same time, automation and procurement reforms were not significant contributors towards service delivery but they can aid the devolved unit to ramp up service delivery if efficiently implemented. The county staff play an important role in achieving the service delivery goals in line with the county service charters.

5.5 Major Recommendations of the Study

The study has identified the important role played by various reforms geared at improving service delivery, and the unintended negative influence of those changes. In light of the findings, the researcher makes a number of recommendations. Change in staff motivation factors has adduced the greatest impact on service delivery. Due to the complex nature of change, the county government of Murang'a should build the capacity of its staff to implement reforms as a way of ensuring that service delivery. The implementation of various changes and should have proper guidelines and timeline to ensure effectiveness of the process. Although the study found that the public was not satisfied with automation, the use of ICT in automating services has been proven

to be effective in achieving efficiency and rising revenue collection. The county should therefore harness this opportunity by sealing the existing loopholes that might hamper the full potential of the technology. The public service users, as important stakeholders also need to be incorporated in the adoption of the technology. This will improve literacy and awareness of the automation process. Political transition disrupts services and programs as deduced in the study. To insulate service delivery from the negative effects of leadership changes every electoral cycle, county staff should be given proper security of tenure and other incentives to guard against political changes and the attendant interferences which affect service delivery.

5.6 Contribution of the study and suggestions for further study

While the study aimed to study the effects of reforms on service delivery in Murang'a County Government, the findings provide important data for use by governance players and other interested parties in attempting to understand issues related to the study variables. The study has identified various limitations and shortcomings in service delivery ecosystem in the county. The study was limited to the four variables and therefore could not explore other factors associated with service delivery. The researcher therefore recommends further studies on other possible factors that might also contribute to service delivery.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Samuel N. Mathenge,

Murang'a County Government,

Department of Finance and Economic Planning,

P.O. Box 52-10200,

Murang'a.

Date: …………

To: The respondent

Dear Respondent,

I am final year student at KCA University pursuing Master of Science (Finance and Investment) (Reg. No: 16/00051). As part of requirement for the fulfillment of my degree program, I am undertaking a research study on "**Effect of reforms on service delivery by Murang'a County Government".** You have been selected to participate in this study and I kindly request that you spare a few minutes of your time to respond to the questions in this questionnaire. Please note that the information you fill shall be treated with utmost confidentiality. Your honest and objective response will be highly appreciated.

Please do not indicate your name.

Thank you.

Yours Sincerely,

Samuel N. Mathenge

APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to collect data on the effect of reforms on service delivery by Murang'a County Government. You are kindly requested to tick (√) the appropriate response or respond as indicated. Please DO NOT put your name or any other form of identification. Your identity will be confidential and the information will only be used for the purpose of this study. Please respond to all items.	

SECTION I: DEMOGRAPHIC DATA

Please indicate the correct option by inserting a tick () in appropriate space provided

1.	What is your gender? Female [ ] (b)Male [ ]
2.	What is your age in years? a) Under 30 [ ] b)31 – 35 [ ] c) 36 – 40 [ ] d) 41 – 45 [ ] e) 46 – 50 [ ] f) Over 50 [ ]
3.	What is your highest professional qualification? a) PGDE [ ] b) B.Ed [ ] c) Masters [ ] d) PhD [ ] e) Other………………..

4.	What is your professional experience?
	  a) Below 5 years [ ] b) 5 – 10 years [ ]
	  c) 11 – 15 years [ ] d) 16 – 20 years [ ]
	  e) 21 – 25 years [ ] f) 26 and above [ ]

5.	How long have you been an employee of Murang'a County Government?
	  a) Below 1 year [ ] b) 1 – 5 years [ ]
	   c)6 – 10 years [ ] d) 11 – 15 years [ ]
	  e) 16 – 20 years [ ] f)21 years and above [ ]

	SECTION II: EFFECTS OF AUTOMATION ON SERVICE DELIVERY

6	In what ways do you use ICT system for?
	  i) ………………………
	  ii) …………………..

7.	Has ICT helped improve service delivery? Yes [ ] No [ ]
8.	Has Automation improved revenue collection? Yes [ ] No [ ]
9.	Are you able to achieve more productivity with ICT system compared to before? Yes [ ] No [ ]
10	Are clients/public satisfied with automation of services compared to manual services? Yes [ ] No [ ]
11.	By how much has automation of revenue collection aided? Less than 10% [ ] 10-30% [ ] Over 40% [ ]
	SECTION III: EFFECTS OF PROCUREMENT REGULATORY AND REFORMS
12	Has Legal and regulatory reforms enhanced service delivery?

	Yes [ ] No [ ]					
13	Has Public Finance Management System affected service delivery? Yes [ ] No [ ] Not Sure [ ]					
14	Has the Public Procurement and Disposal Act (2012) enhanced service delivery? Yes [ ] No [ ] Not Sure [ ]					
15	Are policies and laws enacted by the county assembly friendly to service delivery? Yes [ ] No [ ] Not Sure [ ]					
	SECTION IV: MOTIVATION FACTORS AND SERVICE DELIVERY					
16	How has legal and regulatory reforms affected your motivation as a staff of Murang'a County Government?					
17	How has ICT automation reforms affected your motivation as a staff of Murang'a County Government?					
18	How has political and leadership transition affected your motivation as a staff of Murang'a County Government?					
19	Which of the following has negative effect on motivation as a service delivery staff? Irregular or inadequate payment of allowances [ ] Inadequate staff training. [ ] Weak policies [ ] Poor Management Attitude [ ] Inadequate provision of fund for training [ ]					
	SECTION V: CHANGE IN LEADERSHIP AND SERVICE DELIVERY					
20	How has political transition process affected service delivery in the county? Somewhat [ ] Greatly [ ] Not at all [ ]					
21	How has the reforms in leadership (MCAs, Governor) affected service delivery? Somewhat [ ] Greatly [ ] Not at all [ ]					
22	Does change in leadership affect your performance in service delivery? a)Yes [ ] b) No [ ] c) Sometimes [ ]					
23	Is political transition disruptive? a)Yes [ ] b) No [ ] c) Sometimes [ ]					
	SECTION VI: EFFECTS OF CHANGE ON SERVICE DELIVERY					
	In the table below, Indicate the extent to which you agree or disagree with the following statements regarding the influence of principals 'management of physical resources. Key: SA = Strongly Agree (5); A = Agree (4); U = Undecided (3); D = Disagree (2) SD = Strongly disagree (1)	5	4	3	2	1
24	Automation has enhanced efficiency					
25	Automation has enhanced accountability					
26	Automation has led to improved revenue collection					
27	Use of ICT has enhanced service delivery					
28	Legal reforms have					
29	Reforms in procurement regulations have enhanced services					
30	Reforms in financial management system has affected accountability					

31	Reforms in financial and budgeting process has improved service delivery					
32	Staff motivation in the county is affected by various reforms					
33	Reforms have enhanced staff motivation					
34	Murang'a County Govt. has made reforms to improve staff motivation					
35	Reforms have affected staff motivation					
36	Political transition affects service delivery					
37	Change in leadership every election cycle disrupts service delivery					
38	There is adequate succession planning during transition					

SECTION VII: EFFECT OF CHANGE ONSERVICE DELIVERY

In the section below, indicate by ticking (√) against the statements in the extent to which you agree or disagree with the following statements regarding the effects of changes on Service Delivery

Key: SA = Strongly Agree (5); A = Agree (4); N=Neutral (3); D = Disagree (2) SD = Strongly disagree (1)

ICT AUTOMATION AUTOMTION	SA (5)	A (4)	N (3)	A (2)	SA (1)
i	Automation has aided in revenue collection					
ii	Legal and regulatory environment enhance automation					
iii	The County services meet high quality standards due to automation					
iv	The County services delivered are responsive to suggestions and complaints of clients					
v	There is adequate succession planning during automation					
CHANGE IN MOTIVATION					
i	How has political transition process affected motivation for service delivery in the county?					
ii	How has reforms in leadership (MCAs, Governor) affected service delivery?					
iii	Does change in leadership affect your performance in service delivery?					
iv	Is political transition disruptive?					
v	There is adequate succession planning during transition					

PROCUREMENT LAWS REFORMS	SA (5)	A (4)	N (3)	A (2)	S A (1)
i	Automation has aided in revenue collection					
ii	Legal and regulatory environment enhance procurement					
iii	The County procurement processes meet high quality standards					
iv	The County procurement laws are responsive to suggestions and complaints of clients					

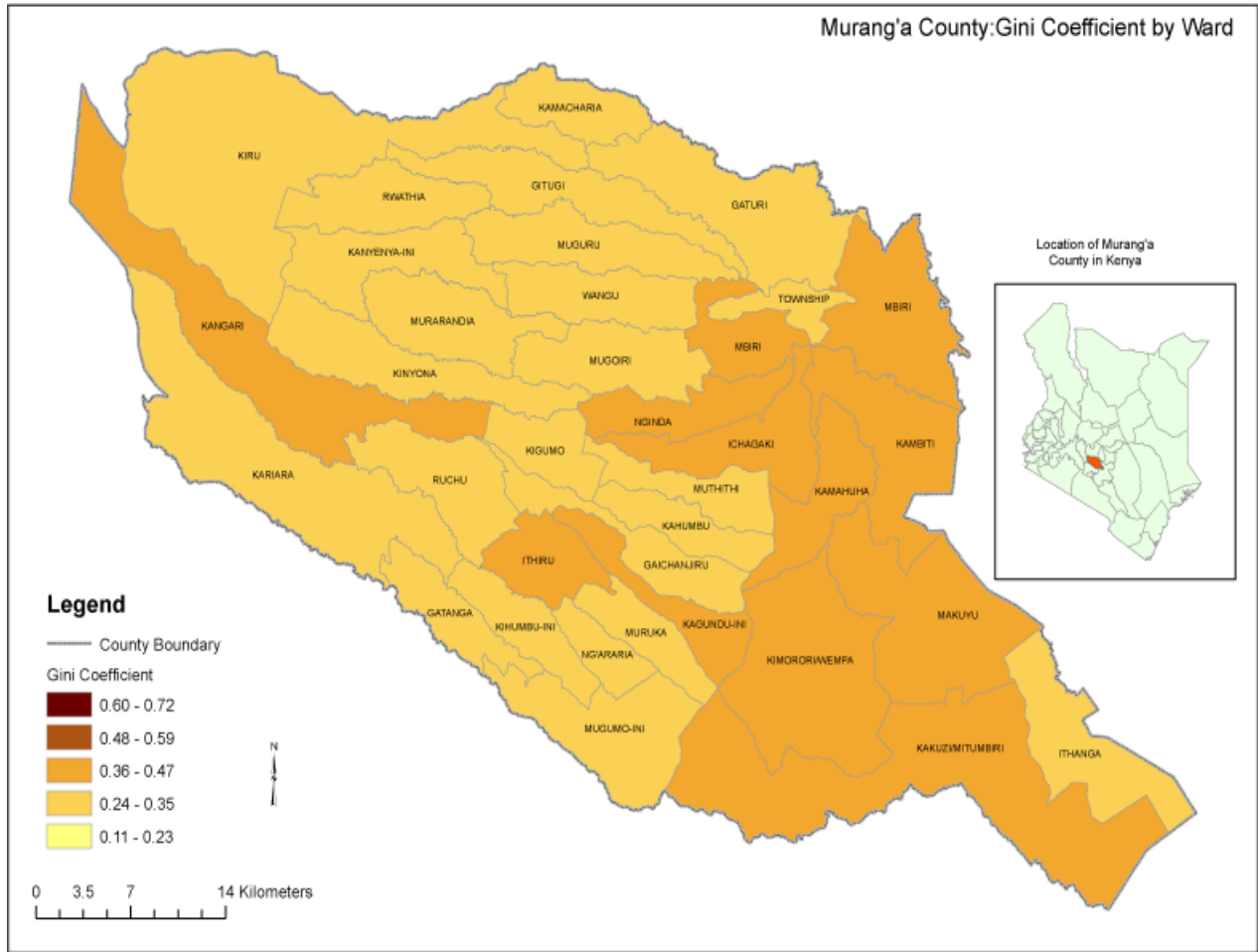|		SA (5)	A (4)	N (3)	A (2)	S A (1)
v	There is adequate planning during transition to aid procurement					
	CHANGE IN LEADERSHIP	SA (5)	A (4)	N (3)	A (2)	S A (1)
i	Transition affect service delivery negatively					
ii	Change of county leadership is disruptive					
iii	The County workers are well prepared for transition					
iv	The national government helps counties to stabilize during transition					
v	There is adequate succession planning during transition					
	SERVICE DELIVERY	SA (5)	A (4)	N (3)	A (2)	S A (1)
i	The services are timely and efficient					
ii	The County services are Accessible to the public					
iii	The County services meet high quality standards					
iv	The County services delivered are responsive to suggestions and complaints of clients					
v	There is adequate succession planning during transition					
39	How can reforms be made less disruptive?					

Thank you for your time and input

APPENDIX III: COUNTY'S ELECTORAL WARDS BY CONSTITUENCY

CONSTITUENCY	WARDS
Kangema Constituency	Kanyenya-ini Ward, Muguru Ward, Rwathia Ward
Mathioya Constituency	Gitugi Ward, Kiru Ward, Kamacharia Ward
Kiharu Constituency	Wangu Ward, Mugoiri Ward, Mbiri Ward, Township Ward, Murarandia Ward, Gaturi Ward
Kigumo Constituency	Kahumbu Ward, Muthithi Ward, Kigumo Ward, Kangari Ward, Kinyona Ward
Maragua Constituency	Kimorori/Wempa Ward, Makuyu Ward, Kambiti Ward, Kamahuhu Ward, Ichagaki Ward, Nginda Ward
Gatanga Constituency	Ithanga Ward, Kakuzi/Mitubiri Ward, Mugumo-Ini Ward, Kihumbu-Ini Ward, Gatanga Ward, Kariara Ward
Kandara Constituency	Ng'araria Ward, Muruka Ward, Kagundu-Ini Ward, Gaichanjiru Ward, Ithiru Ward, Ruchu Ward

Source: Murang'a County Assembly website.

APPENDIX IV: MURANG'A COUNTY WARD BOUNDARIES

Source: Murang'a County Assembly website