



INFLUENCE OF STRATEGIC CORPORATE GOVERNANCE PRACTICES ON QUALITY SERVICE DELIVERY OF MAKUENI COUNTY GOVERNMENT, KENYA

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ABSTRACT

Today, customers are more knowledgeable and demanding than ever; they know what they want and how they want it delivered. So, delivery of quality services is a none-negotiable aspect both in private and public sector. This study therefore, was aimed at examining the influence of strategic corporate governance practices on quality service delivery of County Government of Makueni. The specific research objectives were: To examine the influence of staff accountability level on quality service delivery of Makueni County Government, Kenya. To determine the influence of staff transparency level on quality service delivery of Makueni County Government, Kenya. To evaluate the influence of staff responsibility level on quality service delivery of Makueni County Government, Kenya; and to examine the stakeholder engagement level on quality service delivery of Makueni County Government, Kenya. The study was anchored on three theories, namely Stewardship Theory, Hazard Moral Theory and Stakeholder Theory. The study adopted a case study research design whereby 48 Members of County Assembly (MCAs) of Makueni County were involved in the study as the target population. Data was collected using closed-ended questionnaires whereby respondents were picked through a census technique. In order to obtain the validity of the research instrument, content validity was employed. A pilot study was carried out to ascertain the reliability of the survey instrument whereby five questionnaires were fielded in the County Government of Taita Taveta. After collection of data, it was analyzed and conclusions drawn. Descriptive and inferential statistics was in use whereby the information was presented into tables and discussion followed immediately to enhance understanding. However, before the researcher went to the field, clearances were obtained from Lukenya University Postgraduate School and from the National Commission for Science, Technology and Innovation (NACOSTI) prior to the data collection exercise. The findings revealed that the staff accountability level had a P value=.003 and beta of (0.882), which is within the significance level of 0.05. This means a strong relationship between this practice and quality service delivery in the county. Staff transparency level had a P value =.005 with beta of (0.599) within the significance level of 0.05. Again this is a strong relationship between the independent variable and the dependent



variable. The staff responsibility level had a P value=.009 and beta of (0.547), still within the significance level of 0.05 range. This is a strong relationship between the practice and the delivery of quality service. Finally, stakeholder engagement level had a P value=.001 and beta of (0.899), exhibiting a strong relationship between it and the delivery of quality service in the County. The implication is that strategic governance practices influence strongly the quality service delivery of the County Government of Makueni.

Key Words: *Strategic Corporate Governance Practices, Quality Service Delivery, Staff Accountability Level, Staff Transparency Level, Staff Responsibility Level, Stakeholder Engagement Level*

INTRODUCTION

In most of the public sector organizations and institutions in Kenya have had a questionable character and dent image when it comes to quality service delivery. As a matter of fact, public sector services are responsible and accountable to citizens and communities as well as to its customers. This is ranging from public schools, universities, hospitals, police service and other departments at large. However, the inception of County governments in 2013 through the promulgation of the new constitution 2010, gave a ray of hope to many Kenyans believing that quality service delivery will be improving apart from being brought closer to the mwananchi. In the setting of almost every county, the importance of public service delivery reform can be shown by the magnitude of its role and scale using corporate governance. Additionally, this could be displayed through the money wasted using existing practices, competition reduction, soaring prices due as a result of market perceptions, and the known ability of nation to accumulate large savings by strengthening of their functions (Harmonizing Donor Practices for Effective Aid Delivery, 1999).

For instance, globally, quality public sector reforms that were spearheaded by Bretton woods during the 80s and 90s across the US, China and Japan, under Structural Adjustment Programme (SAPs), paid much attention on the regulation of cost and excellence of service delivery (World Bank, 2003). This was done through denationalization and localization aimed at promoting free trade and democratization (SAP. 2003). The growth of local institutions in order to improve their public management systems which is concentrated on the technicalities of the lending instruments and fails to focus on the local environment has proved to be a failure (World Bank, 2003). Cheng and Lin (2014), in the work of Parasuraman *et al.* (1985) remarked that the similarity between service quality and attitudes as a customer's overall assessment of an event. In this case, the technique-oriented products and price competition were not the future trend, while service quality referring to the interaction with customers to enhance the satisfaction could promote organizational performance.

In China, Zhu & Peyrache, (2024) posit that a characteristic of fiscal reform is that it goes hand in hand with economic development. Decentralization as a result of the fiscal reform makes it



possible for resources allocated for regional public service to be directly linked to regional economic development. Regional economic development determines local government revenue, which then determines how much resources are available for delivering public goods in each region.

In England, Zhu & Peyrache, (2024) further allude that the government introduced the Regional Assemblies (Preparations) Bill to parliament in November 2002. These assemblies were to be responsible for regional strategies dealing with sustainable development, economic development, spatial planning, transport, waste, housing, culture (including tourism) and biodiversity. According to The House of Commons report (2006) lauds that providing high quality and cost-effective public services is not easy. It involves creating organizations with the right approaches and ethos, establishing clear ways of delivering services and putting the right people in place to respond to the needs of customers. It also requires a combination of good policy development, successful implementation, a good understanding of customer needs, sound technology, appropriate resources, a responsive organizational culture and well trained staff.

Public service delivery in many developing countries fail to exercise control and oversight roles effectively, audit and record allocation, disbursement and usage of the lack of their financial resources due to a lack of financial and technical capacity. (Smee, 2002. Public service delivery is becoming a fundamental component of a global environmental policies. (Tukker et al., 2008). The clarity and measurability of the positives that can result when environmental considerations are included in public tenders is every straightforward (Parikka-Alhola, 2008).

In Ghana, the public institutions have generally been at the receiving end of complaints for poor service delivery. Today, the public sector of Ghana has been perceived to be performing poorly, Kumasey, (2024). Kumasey further asserts that many people tend to confuse the terms civil service and public service and use them interchangeably. In Egypt, Mona & Ehab, (2024) remarked that people had some knowledge about the importance of improving service quality in the public service sector. However, the results show that more training should be offered to employees working in the public services organizations to help them realize clients' needs and acknowledge their interests. Also the results show that the whole physical aspects of the public service premises should be developed into more modern sites with updated electronic infrastructure.

In Rwanda, every year, Rwanda Government Board (RGB) conducts service delivery assessments in public and private sector institutions in order to measure institutional performance against service standards and national service delivery related goals. Rwanda public service chose to build the quality service delivery standards on the seven (7) factors and instill the culture of excellence in public institutions, namely time and timeliness; reliability and consistency; accessibility and convenience; responsiveness; empathy; assurance and tangibles, Ministry of Public Service and Labour, (2024). Further, service delivery assessments are also



carried out in specific sectors to identify critical issues that need to be addressed and to generate policy recommendations for enhancing performance of sectors and ensure effective implementation of government programs, Ministry of Public Service and Labour, (2024)

In Kenya, for example, Elgeyo Marakwet County, Kibet, *et al.* (2021) confirm that internal service quality and procedure of work facilitated service delivery. Hence, performance standards play a significant influence on the timeliness of service delivery. Organizations must enhance employees' capacity in order to improve provision of service quality. Adequate number of high skilled and experienced employees must be employed continuously, discourage ineffective recruitment, encourage monitoring of staff, ensure that performance and practice standards are met to enhance service quality provision, Wanjau, *et al.*, (2012).

After the promulgation of the New Constitution 2010 in the Country, Kenyans became so hopeful especially when the County Governments became operational in 2013. It is now over a decade since its inception, and mwananchi is more expectant than before for efficient and effective service delivery. This gave a ray of hope to many believing that the service delivery will be improving apart from being brought closer to mwananchi. This is so because successive governments continued to deliver poor services to citizens due to weak governance practices across the nation. Today, the quality service delivery through corporate governance practices at all levels, is increasingly being seen as a critical factor in the success of the organizations. This is so because global business environments are switching from manufacturing-orientation to service-orientation when enterprises should continuously promote Service Quality delivery for competitiveness. To this end, under service-orientated business architecture, the business management has changed from traditional corporate products to Quality service delivery orientation and thus developed the so-called Servitization of manufacturing. Considering all this, State Corporations have had a questionable character on matters quality service delivery. This is ranging from public schools, universities, hospitals, police service and other departments at large. It is on this basis that the study sought to assess strategic corporate governance practices in use at the County Government of Makueni on public quality service delivery to mwananchi.

Conclusively, people want public services that work well, and they want them to be easy to find out about, simple to use and responsive to their needs. They want them to deal with their requirements, preferably in one go. If they cannot do this, they want to know by when they will be dealt with. They do not want to be passed between different offices or handled by staff who know little or nothing about them. In particular, they want to be treated as individuals.



RESEARCH OBJECTIVES

The study sought to address the following specific objectives of the study as follows:

- i. To examine the influence of staff accountability level on quality service delivery of Makueni County Government, Kenya.
- ii. To determine the influence of staff transparency level on quality service delivery of Makueni County Government, Kenya.
- iii. To evaluate the influence of staff responsibility level on quality service delivery of Makueni County Government, Kenya.
- iv. To examine the influence of stakeholder engagement level on quality service delivery of Makueni County Government, Kenya.

LITERATURE REVIEW

It is always desirable that public organizations measure up to the customer's (Mwananchi) expectations and satisfaction on service delivery. For this to be achieved, they stand to be accountable on the mandate given by the Mwananchi. Thus, everyone talks about accountability, shareholders demand it, leaders want it, employees are often afraid of it and stakeholder insist on it. In the words of Mardiasmo (2002), Hendra, *et al.*, (2023) assert that accountability is the obligation of the party holding the trust to provide accountability, present, report, and disclose all activities and activities that are their responsibility to the party giving the trust who has the right and authority to ask for this accountability. In the context of public services, accountability must be accountable, both to the public and to superiors or heads of government agency service units in accordance with statutory provisions.

Further, Brinkerhoff & Wetterberg, (2015) maintain that there is some contribution of social accountability to improved governance, relative to the contributions to service delivery effectiveness or empowerment. On the same breath, Sofyani, *et al.*, (2020) found out that the good quality of service to the community would lead to better accountability of local governments. They went on to allude that good accountability in local governments will stimulate good transparency. Having better accountability, the organization logically will convey information as a positive signal to the public. Which, attracts sympathy and increases community satisfaction and that basically shows the quality of the government management in power.

It is also indicated that accountability has a significant positive effect on the performance of public service organizations. Any poor performance of public services is partly due to the lack of accountability in public service delivery. Hence, Good accountability can improve the performance of public service organizations. Government agencies are required to provide public services that are oriented to the interests of the community and the implementation of public services must be accountable, both to the public and to superiors or heads of government agency service units in accordance with statutory regulations. Hendra, *et al.*,



(2023) Agaba & Turyasingura, (2023) concur with this by arguing that there is a very high positive correlation between accountability and financial performance of selected commercial banks. This clearly revealed that the ability to demonstrate supervisory impact enhances supervisory accountability and the bank managers, supervisors, loans officers, bankers, among others aim to be transparent in defining objectives and setting clear expectations has a great influence on financial performance. Kerubo & Muturi (2019) also in agreement with this assertion.

In the words of (Hasnain, 2010), Kerubo & Muturi (2019) remarked that improving service delivery through increased accountability has been a significant implicit motivation behind the trend towards decentralization in developing countries. Hence, service delivery is an essential function in the relationship between government and citizens Government performance is measured service delivery to the people. It is reported by Bernshteyn, (2007) that modern companies are taking steps to drive Company performance through increased efficiency delivered by increased transparency but few take it all the way. Transparency is advocated by most employees and stakeholders, in the complexity of performance communication of a service organization, Galetzka, et al., (2008). On the other hand, Thomas, (2020) posits that organizational transparency positively impacts the organization's performance. She indicated that any improvements made and implemented to increase organizational transparency normally improves financial performance.

Gani, *et al.*, (2021) confirms that high transparency result in increased company performance, which means that it is essential that managers select and implement strategies that would result in good governance, transparency, and integrity. Acts of transparency disrupt ideals of consistency through their capacity to represent and coproduce an organizational self in often incongruous ways. Albu, (2014) laments that identifying the paradoxical nature of transparency practices in organizational identity formation processes is important because it provides us with an understanding of the challenges organizations faced when appealing to transparency for achieving consistency. A number of scholars argue that transparency is an automatic link between transparency and increased accountability or trust (Naurin, 2007). However, it should be noted that this link is not as straightforward (Brandsma 2012, and Meijer, 2013).

Kiambati, (2020) asserts that transparency in the public service remains a critical for efficient service delivery in the county governments. In the county governments the level of transparency is measured based on degree, direction and distribution of transparency implemented by the county government. Bauhr, & Carlitz, (2019) advance a theory suggesting that the benefits of increased transparency for the provision of basic public service delivery may be contingent on the nature of the public service, and in particular the level of discretion by frontline staff. This comes when street-level bureaucrats enjoy comparatively high levels of discretion, transparency can prevent sub-optimal targeting of public services. When discretion is lower, information asymmetries will also be lower, limiting the effectiveness of transparency reforms. In summary, in the absence of transparency, frontline staff with high levels of



discretion, such as teachers and doctors, may use their leeway to target family and friends as opposed to promoting general welfare.

According to Kurbonalievich, (2021) fairness, empowerment, openness, trust, and care are crucial elements in the construction of responsible leadership in the manager-employee architecture. He further goes on to allude that relational responsibility refers to the shared and cooperative nature of responsible leadership, whereas managerial responsibility highlights the influential role of the manager acting as the initiator and builder of responsibility, particularly due to her/his position in organizational hierarchy. It is suggested that exercising responsible leadership is a dynamic and changing process.

Tsafack, (2018) argues that if workers in an organization know their responsibilities, they will be more accountable which will lead to an increase in their performance. Similarly, if workers in an organization have a positive perception of accountability, consider accountability as a word which does not harm or blame but rather as a word which shows how clearly and willingly a person justifies, takes responsibility, or answers for their choices which leads to their actions will lead to progression and success. Responsibility is amongst the basic instincts of human resources at workplace and has always been recognized as one of the most essential aspects in order to ensure smooth administration, operations and continued growth of the organization. It was confirmed that the delegation of responsibility have a significant impact on the prevalence of employeeship culture. Himanshu, (2013)

Olwande, (2021) reveals that (Jason, 2016) maintained that stakeholder engagement is a vital aspect of any project, activity or program being executed successfully. It is argued by Twum-Darko, *et al.*, (2023) that if external stakeholders are not consulted nor involved in the strategy formulation of the department, as a result service delivery is not according to their expectations. And when they are involved, they would then be able to engage and recommend to government which services should be delivered, how the services should be delivered and over what period should the services be delivered to the people. Given the findings, stakeholder engagement is the solution to the alignment of diverse interests which will have a positive impact on citizen-centric services and reduce service delivery unrest in the South African public service.

Stakeholders' involvement in planning has a relationship with project success. There is increase in timely delivery of the project milestone, cost and quality hence they improved project success. Keeping Stakeholders involvement in control and in implementation constant indicates that the effect is significant, Kwizera, *et al.* (2018). Further, Musyoka, *et al.* (2023) agrees that stakeholder participation significantly influences organizational performance in many manufacturing companies. Musyoka, *et al.* (2023) in the words of (Bourne, 2012 & Chinyio, 2010) goes on to report that the success or failure of a project is influenced very strongly by the



expectations and perceptions of the stakeholders involved on the project and failure to balance and or address the concerns of the stakeholders has resulted in many projects failing.

According to Nyangau, (2017) service delivery leads to customer commitment, customer relation and desired customer expectation, which are indicators of customer satisfaction. He further added that customer satisfaction develops a customer loyalty. Preko, *et al.*, (2014) concurs with this by saying that there is a strong linkage between customer satisfaction, customer delight and service delivery. They found out that customer satisfaction and customer delight strongly depend on the quality of service delivery. This implies that when having a clear understanding of the rules and priorities in the service delivery process beforehand, the customers are more enforced and easygoing. Hence, customer satisfaction and service quality are inter-related. The higher the service quality, the higher is the customer satisfaction, Munusamy, *et al.*, (2010).

Most of the past studies revealed that there is a strong positive relationship between strategic corporate governance practices and quality service delivery in both private and public organizations. It is reported also quality service delivery leads to customer satisfaction in different aspects ranging from customer delight, customer commitment, customer relation, desired customer expectation, and customer loyalty. Very pertinent questions then come to mind: Since the inception of the County Government in 2013 has the strategic corporate governance practices been operationalized? If yes, what effect has it brought on quality service delivery to Mwananchi? In this study the specificity is drawn to the Makueni County Government, Kenya.

RESEARCH METHODOLOGY

The study was done at Makueni County Government. A Case study research design was used in this study. Case studies are used in the collection of primary data for describing a population that is from a particular environment and can be observed directly (Bryman and Cramer, 1997). A case study was employed to get information from a particular group of persons through self-reporting, this involves responding to questions that are asked by the researcher (Orotho, 2005). Hence, in this study, the researcher distributed self-administered questionnaires to the respondents for the collection of desired data.

The target population for the study constituted all the Members of County Assembly (MCAs) of Makueni County, both elected and nominated. According to the Makueni County Assembly 2024 schedule, currently there are 48 sitting MCAs (i.e. 30 elected and 18 nominated). This group of respondents was chosen because is ideal in answering the objectives of the study. This is so because MCAs play an oversight role towards the County Government operations. Furthermore, the MCAs are the representatives of the people of Makueni, thus giving a strong basis as a target sample.



Since the target population of the study was 48 MCAs in the Makueni County Assembly, as stated above. The number is within reach, hence a census technique was employed whereby all the target population was involved in the study. Census technique assisted in including every subject in the study for easy generalization of the results. The main data collection instrument was a structured questionnaire. The preference for the use of questionnaires in this study was due to the high literacy level of the respondents making them quite able to answer adequately the questions asked (Mugenda, 2012).

For accuracy of the research instruments to be ascertained and thereby used in the study, content validity was conducted. This was ascertained by the measuring the degree to which the test items represent the domain or universe of the trait being measured (Collis and Hussey, 2014). Reliability is fundamentally concerned about consistency Bryman & Bell, (2007) and Saunders et al, (2009). A pre-testing of the questionnaires was done through a pilot study in the County Government of Taita Taveta with 10% of the sample size, (i.e. 5 questionnaires), which was not part of the actual study area but bears similar traits. For the questionnaire to be adopted for the study, the instrument had to have a reliability threshold of $\alpha \geq 0.70$, Bryman (1999). If this threshold was not achieved after the pilot-test, revision of the instruments was done.

After the collection of data, it was subjected to scrutiny to detect errors and omissions, if any for corrections to be input. For the analysis of the research questions, the study used a multivariate linear regression analysis as an analytical tool to examine the strategic corporate governance practices on quality service delivery of County Government of Makueni. This was aided by the use of SPSS (Statistical Package for Social Sciences) version 29.0. The reason for using this statistical package was that it was best suited in the attainment of objectives of the study, hence a reliable test to adopt for the study Abbot, (2013).

Thus, the analytical tool formula was given as;

$$y = f (\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$$

Where by:

- y** Quality Service Delivery (Dependent Variable)
- β_0** Constant Variable
- X_1** Staff Accountability Level
- X_2** Staff Transparency Level
- X_3** Staff Responsibility Level
- X_4** Stakeholder Engagement Level
- ϵ** An error term



STUDY FINDINGS

The number of questionnaires presented to the respondents was 48, which was successfully completed and returned. This gave the study a 100% response rate.

Table 1: Model Summary Results

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .895 ^a | .802 | .776 | .31674 |

Source: Research Data, (2024)

The model summary above exhibits that the value of R (.895) shows a strong correlation between the independent variables and the dependent variable. The value of R² registered (.802), which translates 80.2% coefficient of determination. This suggests a very strong relationship of the strategic governance practices on quality service delivery in the County Government of Makueni. This connotes that the strategic governance practices under study account for that much on the dependent variable, while the remaining 17.8% is for other strategic governance practices that have not been studied such as control systems, monitoring and evaluation, among others. Therefore, it is imperative for the County administration not to ignore any other strategic practice that has not been involved in this study.

Table 2: ANOVA Output

| | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----------|-------------|--------|-------------------|
| Regression | 15.806 | 5 | 3.161 | 31.510 | .000 ^a |
| Residual | 3.913 | 43 | .100 | | |
| Total | 19.719 | 48 | | | |

Source: Research Data, (2024)

Furthermore the ANOVA statistics was used to test the fitness of regression model. The significance F value of 31.510 (p = 0.000) was obtained, which is within the significance level of 0.05. Again this implies that strategic governance practices under study do strongly influence the quality service delivery in the County. This therefore means that the regression model obtained was fit and statistically significant and can be deemed fit for prediction purposes.



Table 3: Variables Coefficients Results

| | Unstandardized | | Standardized Beta | t | Sig. |
|------------------------------|----------------|------------|-------------------|-------|------|
| | B | Std. Error | | | |
| (Constant) | .551 | .350 | | 1.572 | .124 |
| Staff Accountability Level | .324 | .177 | .882 | 1.911 | .003 |
| Staff Transparency Level | .391 | .185 | .599 | 2.595 | .005 |
| Staff Responsibility Level | .316 | .172 | .547 | .927 | .009 |
| Stakeholder Engagement Level | .320 | .121 | .899 | 2.657 | .001 |

Source: Research Data, (2024)

The coefficients under investigation pegged against the quality service delivery in the County Government of Makueni revealed that the staff accountability level had a P value=.003 and beta of (0.882), which is within the significance level of 0.05. This means a strong relationship between this practice and quality service delivery in the county. Secondly, in as far as the staff transparency level is concerned, findings indicated a P value =.005 with beta of (0.599) within the significance level of 0.05. Again this is a strong relationship between the independent variable and the dependent variable. The implementation staff responsibility level in the county to influence the quality service delivery had a P value=.009 and beta of (0.547) within the significance level of 0.05 range. This is a strong relationship between the practice and the delivery of quality service. Finally, stakeholder engagement level had a P value=.001 and beta of (0.899), exhibiting a strong relationship between it and the delivery of quality service in the County. It should be noted that out of the four strategic governance practices studied, all of variables registered a strong relationship against the quality service delivery. On this note, therefore, the analytical model for the study is;

$$y = f (B_0 + X_1 + X_2 + X_3 + X_4 + \epsilon), \text{ which can be translated as below;}$$

$$0.551 + 0.324 + 0.391 + 0.316 + 0.320$$

This further means that staff accountability level believed to influence by 32.4%, while staff transparency level had 39.1% influence, staff responsibility level influences by 31.6% and stakeholder engagement level influences by 32%. Therefore, it is upon the County Government of Makueni to ensure that they strategic governance practices adhered to in order to quality service delivery is achieved and sustained.



DISCUSSION OF RESULTS

The study findings reveal that strategic governance practices have significant influence on the quality service delivery in the County Government of Makueni. In as far as the influence of staff accountability level on quality service delivery in the county is concerned the findings are echoed by Brinkerhoff & Wetterberg, (2015) who maintain that there is some contribution of social accountability to improved governance, relative to the contributions to service delivery effectiveness or empowerment. On the same breath, Sofyani, et al., (2020) argued that the good quality of service to the community would lead to better accountability of local governments. They went on to assert that good accountability in local governments will stimulate good transparency. Having better accountability, the organization logically will convey information as a positive signal to the public. Which, attracts sympathy and increases community satisfaction and that basically shows the quality of the government management in power. On the influence of staff transparency level is concerned, findings are echoed by Gani, *et al.*, (2021) who confirms that high transparency result in increased company performance, which means that it is essential that managers select and implement strategies that would result in good governance, transparency, and integrity. Acts of transparency disrupt ideals of consistency through their capacity to represent and coproduce an organizational self in often incongruous ways.

In as far as staff responsibility level is concerned, the findings are in agreement with those of Tsafack, (2018) who remarked that if workers in an organization know their responsibilities, they will be more accountable which will lead to an increase in their performance. Similarly, if workers in an organization have a positive perception of accountability, consider accountability as a word which does not harm or blame but rather as a word which shows how clearly and willing a person justifies, takes responsibility, or answers for their choices which leads to their actions will lead to progression and success. Finally, on influence of stakeholder engagement level on quality service delivery, the results concur with that of , Kwizera, *et al.* (2018) and Musyoka, *et al.* (2023) who said stakeholders' involvement in planning has a relationship with project success. There is increase in timely delivery of the project milestone, cost and quality hence they improved project success. Keeping Stakeholders involvement in control and in implementation constant indicates that the effect is significant agrees that stakeholder participation significantly influences organizational performance in in many manufacturing companies. In the words of Bourne,(2012) and Chinyio, (2010) that the success or failure of a project is influenced very strongly by the expectations and perceptions of the stakes holders involved on the project and failure to balance and or address the concerns of the stakeholders has resulted in many projects failing.

The relevance of these findings is that effective and efficient quality service delivery is imperative for the County Government of Makueni, in order to have any meaningful development projects. For the County to stand out in quality service delivery it is advisable to



the County administration to strongly implement these strategic governance practices and others.

RECOMMENDATIONS

Based on the findings of this study the researcher recommends the following;

In as far as staff accountability level is concerned, all the indicators in use revealed that they can strongly influence the quality of service delivery in the County. It is therefore, upon the County Government of Makueni to enhance this practice in a manner that won't cause harm and prejudice to the residents of Makueni.

Secondly, staff transparency level also showed a very strong reliability to the dependent variable. This implies that respondents rating of the practice was very high and supportive of the approach. This call for the top administration of the County government of Makueni to understand that at this time and age if one ignores being transparent in any public sector of management he/she is missing a point and living in denial: For sure nothing would run on as expected without it. For the County to be faster and efficient in its quality service delivery to the Mwananchi, transparency is inevitable.

Thirdly, in as far as staff responsibility level as a strategic governance practice on quality service delivery in the County is concerned; a lot has to be done by the County administration to ensure this practice produces desirable results to the County. The County should cultivate the sense of suppressing individual's interest over the organization's interest. In this, the County Government of Makueni should continue to monitor and evaluate and appraise its staff often for effective and efficient delivery of services to the locals as whole. By doing that, this will assure quality service delivery.

Finally, stakeholder engagement level posted a very strong influence on quality service delivery. Therefore, implementation of it as a strategic governance practice is very vital for any meaningful projects' development. The County Government administration has to be more innovative and inclusive in its decision-making process in order to generate and maintain the much needed quality service delivery. The implication in this is that, in this time and age if one ignores stakeholder engagement in any sector of management he or she is missing a critical link to success and bound to fail.



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