Service Delivery as an Outcome of Leadership Hierarchy: A Perspective of State-Owned Enterprises in the Energy Sector in Kenya

Jason Chewa*, Prof. David Minja, Dr. Jane GakeniaNjoroge

Department of Public Policy & Administration School of Law, Arts and Social Sciences Kenyatta University

*Corresponding Author:*Jason Chewa,* *Department of Public Policy & Administration School of Law, Arts and Social Sciences Kenyatta University*

Abstract:*Government and private institutions all over the world greatly recognize the cardinal role of service delivery in attaining a competitive success in a dynamic market. State-owned enterprises in the energy sector are a major foundation upon which strategies for economic, social and political development are anchored. However, even with various reforms and commitment of huge amount of resources, there are unending public concerns over delivery of services among state owned enterprises in Kenya. This study therefore sought to examine the effect of leadership hierarchy on service delivery in state-owned enterprises within the energy sector in Kenya. The target population was 124 suppliers, 5,107 end-user consumers, 1,817 employees in KPLC plus 480 employees in REREC and 30 employees in the Energy regulator (EPRA). A sample of 380 individuals/households was selected using a two-stage random sampling procedure comprising of proportionate stratified and simple random sampling techniques. Empirical data for this analysis were gathered using semi-structured questionnaire. The validity and reliability of the data collection tool was assessed to confirm the suitability of the tool for use in the study. Descriptive analysis, and inferential analysis were conducted on the data set that had been gathered from the field. The findings of study demonstrated that leadership hierarchy positively affect delivery of services. Management of state owned enterprises should enact policies to reinforce practices on aspects of leadership power, leadership motivation and leadership delegation. In as far as leadership power is concerned, the senior management in charge of strategy should guide enactment of policy guidelines to strengthen activities that create enabling environment, enhance communication of the strategic intent, and enhance alignment of service delivery with actors' interests. Senior management in different functional areas should be open and receptive to suggestions, contributions, complaints of actors, and should been seen to exercise fairness on all actors. Delegation of duties should strengthened so as to provide effective mechanisms for learning, transmission knowledge, development of new skills, and confidence building among actors in state owned enterprises for enhanced productivity and for effective succession planning.*

Keywords: State-Owned Enterprises, Leadership Hierarchy, and Service Delivery

1. INTRODUCTION

Globally, government institutions are mandated not only to provide services but also be accountable in delivering services to the end-user consumers both effectively and efficiently (Alemseged&Hailay, 2019). In Ukraine for instance, the inefficiency in government bureaucracy has been characterized by high levels of corruption, manipulated business interests, depressed economy and absence of interest in the government (Fedosov&Paientko, 2017). Further, Fedosov and Paientko report that the decisions made by the Ukrainian government were aimed at fulfilling selfish interests of the minority at the expense of the majority. Fedosov and Paientko (2017) assert that the public has limited access to services and resources, a situation that has triggered dissatisfactions in service delivery.

In Nigeria, Ukeje, Ogbulu, Onyema, Obi, and Obasi (2019) argued that bureaucrats usually work for the minister who is in office at any given time and not for the interest of the people, which has leads to poor service delivery. Further, Ukeji et al. (2019) asserted that Corruption, bribery and nepotisms which is brought about by poor leadership, rigid rules and regulations has led to high rates of dissatisfactions in service delivery, more so in developing countries. As pointed out by Soffu*et al*. (2018), the essence of government bureaucracy is to be for the people and by the people; however, the benefits are enjoyed by the privileged few at the expense of the majority.

Despite the fact that public entities are mandated to provide services to their customers' satisfaction as argued by Chan, Thong, Venkatesh, Brown, Hu and Tam, (2010), issues relating to poor delivery of services have been reported. This is majorly due to lack of competitors who offer the same services to the customers (Syapsan, 2019). Alemseged and Hailay (2019), notes that government institutions have a constant demand to deliver best services as compared to previous times. The increasing pressure to bureaucracy is because of the growth in scale of economic and social processes together with the mounting power in competencies and tasks (Puolokainen&Jaansoo, 2018).

In Kenya, Mwaura (2007) alludes that poor services from state-owned enterprises have negatively affect the economy. Notably, the causes of the poor services were largely due to the overlapping regulations governing SOEs that crippled the State-owned enterprises' autonomy, politically inclined appointment of directors, not based on competence, that voids accountability and State/Ministerial control that leads to liquidity problems (Mwaura, 2007). There has been uproar by the citizens on the provision of services in State-owned enterprises. A growing number of end-user consumers and institutions have defected from the national grid to other sources of power such as solar panels (Fares & Webber, 2017). The switch has been majorly due to the unreliability of KPLC in service provision, poor services, expensive connections and corruption and facilitation fee to get the services. The use of solar panels according to the KNBS (2019) Census showed that the uptake was 19.3% and is expected to rise even more this year. The reduced demand on the national grid, would adversely affect KPLC, and by extension other sectors of the Energy Ministry. It is therefore, important to establish how government bureaucracies have influenced service delivery in state owned enterprises so as to ensure that corrective measures were adopted.

Leadership hierarchy is the heart of bureaucracy and has strong bearing on how value is created and delivered. A well-endowed state with influential and exemplary leadership translates in to well-refined decisions, policies and objectives of the institutions (Bächtiger, Dryzek, Mansbridge& Warren, 2018). Leadership hierarchy is important in showing the chain of command for systematic discipline, flow of information and decision-making process. In the hierarchy, top management controls decision making process (Turkalj&Fosić, 2009). Subsequently, the structure of an organization affect the flow of information within and outside the organization, and thus has implications on the pace of making decisions (Jung & Kim, 2013). Despite the fact that

Leadership hierarchy entails leading by the book, following a set of standards which can easily be accommodated by someone else in case of a replacement, it is not too open to innovative ideas and also poses challenges in exercising excessive command (Ngorobi, 2015). This has paved way for the use of power to mischief common people in Bangladesh who abscond responsibilities and official duties, show inefficiency, favouritism, nepotism and bribes resulting to delays in accessing services from officials (Chilunjika&Mutizwa, 2019). The indicators of leadership hierarchy are characterized by power, delegation of duties and motivation to other employees. Leadership skills in planning, implementation, interpersonal relations, attributes and control determines the effectiveness in the delivery of services. A leader should model the behaviour that the employees replicate. This is supported by Mwenje (2016) that when leaders act fairly towards the employees then an atmosphere of mutual trust, objectivity, transparency, openness and shared objectives is created.

2. STATEMENT OF THE PROBLEM

Structural and administrative reforms from governments have been developed to restrain public expenditure, lighten bureaucratic burden and turn the perceived negative image so as to improve public service delivery (Cameron, 2009). However, despite the reforms put in place by the public sector on bureaucracy, studies show that public dissatisfaction on service delivery is still high (Mutua, Ngui, Osiolo, Aligula&Gachanja, 2012). A study by Mitulla (2016) indicates that a majority of Kenyans at 53 percent are not satisfied with service delivery, not overshadowing state-owned enterprises. Mwongozo (2015) cited political affiliation and insufficient competence in Boards of state-owned enterprises from opaque appointments processes, as the key challenges affecting service delivery. Despite the reforms and recommendations, hurdles in terms of accessing government services still persist, an indication that delivery of services begs for deliberate and focused mitigation measures (Tamrakar, 2020). Therefore, to enhance the delivery of services, factors that derail delivery must be investigated. A study by Ireri (2016) on the major challenges facing SOE's in Kenya depicts that irregular appointment of Board of Directors, poor legal framework, indebtedness and

politicization of the appointment process are among the challenges SOEs face towards service delivery. However, the study was concerned with the general state-owned enterprises in Kenya and not in the Energy sector.

In a study by Donkor and Zhou (2019) on complexity leadership theory, a focus on SOEs in Ghana, complexity leadership approach was used to explain the dynamism of bureaucratic leadership hierarchies in relation to adaptive leadership and how dynamism can be advocated for improving performance of SOEs in Ghana. Donkor and Zhou (2019) concluded that, complexity leadership combines adaptive systems leadership behaviour in bureaucratic hierarchy structure to explain how informal organizational dynamics sync so as to promote better operations of SOEs. Further, Donkor and Zhou (2019) assert that the industrial age approach of bureaucracy, top-to-bottom control of employees, is no longer acceptable, and a shift to complex adaptive system that would meet the needs of developing countries in the 21st century. From the study by Donkor and Zhou (2019), a critique to the top-bottom control formed the discussion which covered Ghanaian SOEs, but in this current study the influence of leadership hierarchy, top-to-bottom, would be investigated in relation to delivery of services in SOEs in Kenya.

A study by Riziki (2018) indicated that aspects of bureaucracy have no significant influence on service Delivery. These findings by Riziki (2018) however contradict the correlational analysis findings. BilJohn and Lues (2020) while looking at citizen participation, social innovation and governance of local government's service delivery in South Africa, found out that open government bureaucracy does not necessarily lead to quality, quantity and sustainable service delivery. This study therefore sought to bridge the knowledge gap articulated in the review by investigating the effect of leadership hierarchy on service delivery in state-owned enterprise in the Energy sector in Kenya.

3. LITERATURE REVIEW

3.1 Systems Theory

System theory is also referred to as social system theory in social science. The theory was constructed by Ludwig von Bertalanffy in 1940 (Wilkinson & Fay, 2011). From the theory, every component of the system supports the entire system. The theory entails relationships on how an individual piece is connected to the ultimate goal. The individual elements are key in an organization in determining whether the organization succeeds or fails. The system theory views an enterprise as a system that is comprised of other sub-system which interact with one another holistically. The system is viewed in terms of outputs, inputs and outcomes.

To guarantee the success of an enterprise, it is vital to establish the process that show the relationship between the elements and the way the product or the end-user consumers navigate through the system. Based on desired outcomes and purposes, well-designed processes create flexible, efficient and integrated systems. Organizations depend on both the internal and external environment for end-user consumers to purchase their products and services. The system theory approach was an external standard that gave a measure of how effective an organization was, based on long term growth or sustainability (Saylor, 2014).

Service delivery was the overall outcome of the other aspects of leadership hierarchy, Actors' interests, policy compliance and external factors such as political environment. Their effectiveness and successful implementation were manifested in the efficient, prompt response and customer satisfaction in service delivery. The effectiveness was measured based on how well it meets the needs of its consumers. Every element in the organization determined how successful the desired outcome was to be. This implies that difficulty in one of the component generally affect the entire system. All the components must therefore be synchronized towards the main goal of providing better service or achieving the overall goal. Therefore, Service delivery was as successful as the elements of government bureaucracy, as leadership hierarchy, Actors' interest, policy compliance and political environment were. Thus, systems theory allows for the inclusion of more than one factor (leadership hierarchy, Actors' interest, policy compliance and political environment) in the investigation service delivery in the SOEs in the energy sector in Kenya.

3.2 New Public Management Theory

The rise of New Public Management Theory (NPM) can be traced to the period between 1980 and 1990 during the ascendancy of neo-liberal ideas in the United States and United Kingdom (UK), and the ascent to power of the "new right intellectuals" (Simonet, 2014, p.167). It was proposed by Hood (1991) as described by Barzelay (2002), who posits that in restructuring the state towards a more cost effective and efficient path, public sector should incorporate private sector's input to lower the influence of public service trade unions, promoting regulatory accountability and transparency and addressing perceived inefficiencies of state-owned enterprises (Rahman, Liberman, Giedraitis& Akhter, 2013).

New public management theory often link doctrines of economic rationalism meant to upgrade public service quality, minimize public expenditure, boost the efficiency, effective accountability, transparency of operations, decision-making towards effectiveness and facilitating a more effective policy implementation (Mongkol, 2011). The notion that public bureaucracies monopoly propagate and consistently become inefficient, motivated the development of New Public Management Theory (Andrews & Van de Walle, 2013). It symbolizes a set of ideas, practices and values focusing on mimicking private sector concepts and techniques, breaking away from the traditional model of public administration (Hood, 1991 as cited by Barzelay, 2002; Basheka, 2012; Baguma, 2017; Wagana, 2017).

The New Public Management Theory encompasses a wide range of areas of governance in the public sector. These areas include; creating autonomous agencies, restructuring and setting up of overall strategy, showing value for taxpayers' money, introducing competition in public service, client responsiveness and bolstering transparency, accountability, inclusiveness productivity and improved service delivery (Baguma, 2017; Zungura, 2014). Gumede and Dipholo (2014) cited by Wagana (2017), demonstrated that the New Management Theory took the trajectory of viewing the public sector as a market for productivity and to managerialism as a governance approach that realized productivity gains. This theory tries to resolve issues of equity, participation and inclusiveness, transparency, accountability, rule of law, efficiency and effectiveness, value for taxpayers' money and public service responsiveness (Ekundayo, 2017). Provisional incentives encourage increased output from each employee and revenue surge incentive for organizations. Ethical codes of conduct within organizations are also emphasized (Dunleavy, Gamble, Holiday & Peele, 1997).

New Public Management Theory is relevant to this study, as it relates directly to Government bureaucracy in general and service delivery variables. The theory advocated for accountability, transparency, effectiveness and efficient responsiveness in the processes under public service. The wider perspective of New Public Management Theory was the usage of market mechanisms practices in public sector to compel administrators and service providers to be accountable and more responsive (Mongkol, 2011; Hughes, 2012). Matei and Antonie (2013) posit that New Public Management Theory culminates to a sharp focus on results. The outputs require monitoring for the success of a State-owned enterprise.

3.3 Leadership Hierarchy and Service Delivery

The leaders of SOEs are given powers that facilitate the implementation of the assigned mandates. The interpersonal and management skills of the leaders determine if the mandates are achieved or not (Yukl, 2008). The leadership style adopted by an enterprise would determine the motivation of the employees (Kolil et al., 2019). Leaders adopt either democratic leadership, authoritative or laissez-faire leadership style (Fiaz, Su &Saqib, 2017). Leaders who deploy democratic leadership style create high employee motivations which consequently result in enhanced levels of satisfaction in service delivery by consumers relative to other styles (Fiaz, Su &Saqib, 2017). The notion that leadership styles influence service delivery within an organization is also supported by Twanga (2016). The inspiration of employees in an organization is reliant on on the leadership style exhibited by the leaders (Fiaz, Su &Saqib, 2017). A leader should exercise the powers vested on them in attaining the assigned mandates.

Rajasekar (2014) asserted that a leader of an enterprise is responsible for the employees' behaviour and productivity through delegation of duties, harmonisation of responsibilities, alignment of

processes, motivation on employees, warranting dedication to strategy and streamlining organizational structure to strategy.

It is important for a leader to engage the employees through shared decision-making process, problem solving and also in development of work plans to effectively communicate the strategy of the enterprise (Ates, Garengo, Cocca&Bititci, 2013). This ensures that the employees are sold into the vision and understand what is expected of them. It also creates a platform for the leader to motivate the employees through suggested knowledge by the employee's effective service delivery perspectives (Orazi, Turrini&Valotti, 2013). This can be through rewards and disciplinary actions, flexible work schedules, performance appraisals and the freedom to individual goal settings and work plans. Leadership is a key factor in attainment of anticipated levels of delivery of services which is the ultimate objective of any enterprises, thus key emphasis on its efficiency should be considered.

In Mainland China, Huang and Snell (2003) while studying organizational leadership, organizational moral climate and governance justice in three SOEs (Company A, Company B and Hotel X), found out that posts were filled corruptly, in an unjust manner, regardless of merit but connections, which lead to a dysfunctional SOE which was crippled by 'sleeping' top leaders who constantly neglect their duties. Huang and Snell (2003) further noted that, with a leadership characterized by professional expertise, political skills and moral integrity, although rare to find in Chinese SOEs, are the ingredients needed to build a virtue-oriented moral atmosphere in SOEs. In addition, durable virtue is easily nurtured in private corporations as compared to SOEs and therefore, needs a wider economic, structural, social and political reform. Contrastingly, Huang and Snell (2003) did not focus on the influence of leadership hierarchy, Actors' Interests, Policy compliance on services delivered by the three SOEs, which this current study intends to research on.

Riziki (2018) carried out an field survey regarding factors affecting delivery of services in SOEs in Kenya, with a specific focus on rural electrification authority, Kenya. The study with a target population of 13 respondents considered factors such as communication, organization structure and knowledge skills. From the findings, organization structure and communication components affected service delivery. But knowledge and skills had no effect on service delivery. However, Riziki (2018) didn't shade light on leadership hierarchy and the elements of policy compliance which this study intends to study. Also, the sample size involved was too small to anchor conclusions, so the current study intends to use 380 respondents from suppliers, end-user consumers and employees in KPLC and REREC together with employees in the Energy regulator (EPRA).

Mutegi and Ombui (2016) examined the factors that drive poor performance among SOEs in Kenya. Specifically, they examined the extent to which transparency had affected organizational performance of SOE and the role attributed to leadership integrity in the performance of SOEs in Kenya. Mutegi and Ombui used a descriptive survey design. Analysis of observations gathered indicated that insufficient performance management framework ineffectively linked performance of SOEs to national growth targets plus inadequately linked individual performance to SOE performance. From the recommendations, Mutegi and Ombui (2016) concluded that, SOEs should provide quality leadership through accountability and transparency, including employees in decision-making process so as to get their positive contributions in their performance and productivity. In addition, the study recommended that the executive should be guided by principles of good ethical behaviour, communicate the ethical standards to employees and encourage employees to uphold high ethical standards. Further, the study placed the burden of stern actions on law enforcement institutions of government to combat the scourge of corruption while decisively and expeditiously uproot corrupt investigators along the way to corruption eradication. The current study investigated leadership hierarchy in relationship to power use, motivation in employees and delegation of duties.

3.4 Conceptual Framework

Thorough and critical review of extant literature on key constructs of the study facilitated the formulation of the displayed hypothesized relationship between leadership hierarchy and service delivery.

Leadership Hierarchy
• Leadership Power
• Leadership Motivation
• Leadership Delegation

Service Delivery
• Effectiveness
• Efficiency
• Turnaround Time

Figure 1: Conceptual Framework

Source: Author (2022)

Research Hypotheses

The research hypotheses of this study were;

H_0: *Leadership hierarchy has no significant effect on service delivery in state-owned enterprises in the Energy sector in Kenya*

H_1: *Leadership hierarchy has a significant effect on service delivery in state-owned enterprises in the Energy sector in Kenya*

4. RESEARCH METHODOLOGY

4.1 Research Design

Kothari (2014) describes research design as a framework that is used in providing the appropriate solutions to the questions under research. The study utilized both descriptive and explanatory research designs using cross-sectionalsurvey data that allowed for triangulation of data and thus increasing the validity of the findings. A descriptive research design is not experimental but objective hence, the data collected doesn't change the environment and is guarded against bias that may result from manipulation (Gliner, Morgan & Leech, 2011). The data collected using descriptive research design aids in describing persons, organizations, settings or phenomena (Ritchie &Ormston, 2003). These features were appropriate in providing statistical information which enabled the researcher to achieve a good balance in presenting the state of affairs of the phenomena that were observed in state-owned enterprises in the energy sector as well as making generalization (Wanjau*et al*., 2012; Berg, 2008). On the other hand, explanatory research design as a quasi-experimental research design with wide application in social science inquiries was suitable establishing causal links between the set of research variables chosen in this study, and as such aided in hypotheses testing (Kothari, 2014). The research design adopted has had wider application by other social scientists (The adopted research design has been used in past quantitative research studies (Njoroge, 2015;Kinyua, Njoroge, Wanyoike&Kiiru, 2015; Njoroge&Kinyua, 2020;Ontita&Kinyua,2020;Muthimi, Kilika&Kinyua, 2021).

4.2 Unit of Analysis and Observation

The unit of analysis for the empirical investigation was state enterprises in the energy sector energy sector operating in Kenya. Since the study respondents were drawn from different cadres, the unit of observation was senior level management, junior level management and operations personnel working in KPLC, REREC and EPRA head offices in Nairobi City County. Similarly, suppliers and end-users of KPLC and REREC also constituted important units of observation in this study. In addition, senior personnel in the Ministry of Energy including the Cabinet Secretary, Chief Administrative Secretary, and Principal Secretary in were observed in this inquiry.

4.3 Site of the Study

The locale for this investigation was Nairobi City County, which serves as the host for the head offices for majority of state owned enterprises and all ministries in Kenya. Notably, the head offices of KPLC, REREC and EPRA, and that of the Ministry of Energy are all domiciled in Nairobi City County. This locale is unique since the policy direction the establishes the practices of state owned enterprises in the energy sector is formulated at the head offices of KPLC, REREC and EPRA in close consultation with senior Ministry of Energy officials.

4.4 Target Population

Population may be viewed as the entirety of events, group of people, objects, cases, or subjects of interest that a researcher intends to investigate (Kyalo, *et al*., 2015). This inquiry precisely focused on the two state corporations within the energy sector and the regulator of the corporations. Precisely, on survey was confined to operational personnel, junior level managers and senior level managers working in the head offices of KPLC, REREC and EPRA. Furthermore, suppliers and end-user consumers of KPLC and REREC served at the head offices of KPLC and REREC also constituted part of the population of the study. The study surveyed senior managers who reported to the chief executive officer as they discharged their duties in the various functional units and were there sufficiently knowledgeable and conversant with relevant practices relating to government bureaucracy, working environment and service delivery in the respective state owned enterprises. An aggregation of subjects comprising the population of this study was 7,558 distributed in the manner depicted in the tabulated data.

Table4.1.*Target Population*

SOEs/Ministry	Section/level	Target Population	Cumulative Percentage
KPLC	Senior Level Management	20	
	Junior level Management	86	
	Operations Personnel	1711	
	Suppliers	76	
	End-User Consumers	3245	**68**
Sub-Total		**5138**	
REREC	Senior Level Management	19	
	Junior level Management	83	
	Operations Personnel	378	
	Suppliers	48	**31**
	End-User Consumers	1862	
Sub-Total		**2390**	
EPRA	Senior Level Management	5	
	Junior level Management	9	
	Operations Personnel	16	
Sub-Total		**30**	**1**
Total		**7558**	**100**

Source: Ministry of Energy (2019), KPLC Annual Report, (F/Y 2019/20)

Table 4.0 provides information on the distribution of subjects across the identified categories. Generally, the population of the study was distributed into 5138, 2390 and 30 subjects translating to 67.98 percent, 31.62 percent and 0.40 percent for KPLC, REREC and EPRA respectively. In particular, a majority of subjects in the population are associated with KPLC comprising of 20 senior management, 86 junior management, 1711 operation personnel, 76 suppliers and 3245 end-users. The least number of subjects in the population were attributed to EPPRA with 5 senior managers, 9 junior mangers and 16 operational personnel. The rest of subjects in the population were associated with REREC and comprised of 19 senior management, 83 junior management, 378 operation personnel, 48 suppliers and 1862 end-users.

4.5 Sampling Frame

In accordance with Rahi (2017), a sampling frame is a listing of all cases that are deemed to possess information that is pertinent to a given inquiry. The Ministry of Energy has 6 Semi-Autonomous Agencies, 5 SOEs and an Energy tribunal, from which this study choose KPLC and REREC as the two state owned enterprises are utility institutions offering similar services to end-users and the characteristic profiles of the end-users are similar, in addition to the Energy and Petroleum regulator (EPRA) as an Actor with interest. The sampling frame for this study encompassed 7,558 subjects comprising of senior management, junior management, operation personnel of the two state owned enterprises and EPRA, and suppliers and end-users of KPLC and REREC.

4.6 Sample and Sampling Technique

Sampling is considered as the process of identification and inclusion of a portion of the entire population in a study (Saunders, Lewis & Thornhill, 2009; Rahi, 2017). Sampling technique involves selecting a representative, as a subset of the population, from which the findings can be inferred to the population characteristics of interests (Saunders *et al*., 2009; Taherdoost, 2016).

The sample size for the survey was determined by using Yamane (1967) formula for computation of sample size.

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

Where;

 n = Size of the sample

N = Size of population

e = error term (For this study was 0.05)

Hence;

 n = 7558/{1 + 7558(0.05)^2}= 379.89

n = 380

Further;

Sampling Factor (p) = 380/7558=0.05

Based on the formula above, at a level of confidence of 95 percent, 380 participants constitutes a suitable sample size for the inquiry. Actual selections of subjects was implemented using a two-stage sampling procedure comprising of proportionate stratified sampling and simple random sampling. The first stage involving proportionate stratified sampling was instituted to ensure that there the subjects drawn from each of the category were representative of the population. The results of distribution of the sample attained in the first stage are tabulated as displayed.

Table4.12._Sample Distribution_

SOEs/Ministry	Section/level	Population Size (N$_i$)	Sampling Factor (p)	Sample Size (n$_i$=P*N$_i$)	Percentage
KPLC	Senior Level Management	20	0.05	1	**68**
	Junior level Management	86	0.05	4	
	Operations Personnel	1711	0.05	86	
	Suppliers	76	0.05	4	
	End-User Consumers	3245	0.05	163	
Sub-Total		**5138**		**258**	
REREC	Senior Level Management	19	0.05	1	**31**
	Junior level Management	83	0.05	4	
	Operations Personnel	378	0.05	19	
	Suppliers	48	0.05	2	
	End-User Consumers	1862	0.05	93	
Sub-Total		**2390**		**119**	
EPRA	Senior Level Management	5	0.05	1	**1**
	Junior level Management	9	0.05	1	
	Operations Personnel	16	0.05	1	
Sub-Total		**30**		**3**	
Total		**7558**		**380**	**100**

Source: Author (2021)

Upon determination of the sample size for the various categories of the population in stage one, simple random sampling was used in the second stage. This sampling technique was instituted so as to accord each subjects of the population the same probability of being drawn into the sample. Ultimately, a sample of 380 subjects was randomly selected for purposes of gathering the field data.

4.6 Instrument for collecting Data

Survey constituted of primary data that was essentially gathered using a semi-structured questionnaires, a widely applied tool for collecting empirical information required for test hypotheses and drawing conclusions (Kothari, 2014). The questionnaire was structured into two broad sections for general and specific information. The general information section comprised of five questions that sought information relating to important attributes of respondents involved in this study. The specific information section was intended to elicit information and responses on the observable aspects of the research variables necessary for responding the research objectives of this study. Moreover, the general information section was structured into sub-sections for leadership hierarchy, and service delivery. The majority of questions in the questionnaire were closed ended in nature and constructed on a five point Likert rating scales to aid in collection of quantitative data for purposes of facilitating testing of the formulated hypotheses. A smaller proportion of the questionnaire consisted in open ended questions intended to gather qualitative responses that could enrich the data gathered through the closed ended questions.

4.6.1 Validity for Research Instruments

Validity is essentially concerned with how accurate a test or a set of test items measures what was intended for measurement (Drost, 2011). Validity therefore entails how accurate the research instrument is, in providing meaningful inferences based on the research findings (Drost, 2011). Validity of a test is primarily concerned with assessment of the extent to which the research instrument is able to measure what ought to be measured (Field, 2005) where key dimensions of validity includes face, content and construct validity (Ghauri&Gronhaug, 2005). Prior to making observation using a questionnaire, it is critical for the researcher to confirm that the research instrument meets the criteria for validity.

Face validity evaluates the appearance of the test instrument on the basis of feasibility, readability, consistency of style and formatting, and language clarity. Content validity essentially refers to the degree to which a given set of items encompasses the content of construct that ought to be measured (Taherdoost, 2016;Yusoff, 2019). Construct validity relates to the extent to which a theoretical concept or construct is translated, and thus signifies a functioning and operating reality in a given context. Face validity was essentially confirmed through expert opinion that included input from the supervisors and others members of faculty. In addition, to ensure content and construct validity, the researcher undertook a thorough and extensive review of relevant conceptual and contextual literature as guided by the chosen research variables.

4.6.2 Reliability

Reliability encompasses degree of internal consistency that the instrument demonstrates on repeat trials (Wambugu*et al.*, 2015). Reliability is focused on how consistent an instrument is with its measurement across variables (Drost, 2011). In order to confirm internal consistency of the set of items in the data collection tool, a pilot study of 10 percent of the selected sample selected was carried out on employees, suppliers and end-users. According to Cooper and Schindler (2010), a value 0.70 for Cronbach's alpha index is a suitable threshold for making determination on reliability a research tool. The internal consistency of the set of items designed for each research variable was quantitatively assessed using Cronbach's alpha Coefficient as tabulated.

Table4.3.*Statistics for Reliability Test*

Research Variable	Number of Items	Cronbach's alpha Index	Decision
Leadership Hierarchy	21	0.959	Reliable
Service Delivery	15	0.924	Reliable
Aggregate Score		**0.942**	**Reliable**

Source: Pilot Data (2021)

The outcome of reliability analysis demonstrates that the set of items for leadership hierarchy had the highest level of Cronbach's alpha index of 0.959 whereas service delivery had the least at 0.724. As can be noted, the reliability index for the two research variables exceed the threshold of 0.7 adopted by the research as has been recommended for questionnaires (Cooper & Schindler, 2010). These

findings are corroborated by an aggregate Cronbach's alpha index of 0.942 with a corresponding statistical implication that the research variables are indeed reliable.

4.7 Data Collection Procedure

Authority to collect data was sought from management of Kenyatta University through the Graduate school. The research license to collect data from state owned enterprises in the energy sector was also sought from the National Council of Science, Technology and Innovation (NACOSTI). The authority to interact with the sampled respondents was sought through the relevant functional heads in the three target institutions of KPLC, REREC and EPRA. Subsequently, the self-administered questionnaire was physically distributed and respondents were provided with a period of two weeks to fill-in the required information as per the guidelines of the instrument. The administration of the research tool facilitated gathering of the quantitative and qualitative data needed for addressing the research objectives.

4.8 Data Analysis

Data analysis is essentially crucial for evaluating the information gathered in order to make sense and aid in making of decision in relation to the set of objectives in an empirical inquiry (Taylor &Cihon, 2004). In this study, four fundamental stages of quantitative data analysis including data preparation, summarization of sample characteristics, and estimation of population measures were carried out.

The collected data was carefully examined for completeness, quality, and consistency. These data were coded and transcribed thus providing for computerised consistency checks and cleaning of data. Descriptive statistics including frequency and percentage distribution, sample mean and sample standard deviation were generated to aid in developing a concise summary of the defining observable features of the surveyed sample. The summary measures of the observed sample were presented in figures and tables. This summary measures were instrumental for carrying out further statistical analysis and testing of the hypothesized relationships between the research variables.

The effect of leadership hierarchy, actors' interest, policy compliance and political environment on delivery of services in state enterprises involved in the survey was statistically analysed using simplelinear regression as thus depicted in equation 3.1.

$$Y= \beta_0 + \beta_1 LH + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots......3.1$$

Where,

Y= Service delivered

β_0 and β_1= Regression coefficients

LH= Leadership Hierarchy

ε = Error term

In this equation, the leadership hierarchy was regressed on service delivery to aid in the estimation of corresponding parameters and statistical equation, and testing of corresponding hypotheses and estimating. Decisions for making conclusion on the hypothesized relationship as depicted by research hypotheses, and relating to β_0, and β_1 were made at 95 percent confidence level.

4.9 Qualitative Analysis

Qualitative data gathered in this inquiry was analysed using thematic analysis. This analysis entailed identifying, analyzing as well as making meaningful interpretation of patterns within qualitative data as suggested by Braun and Clarke (2006). The distinct patterns deriving from this analysis formed the basis for presenting a qualitative report in terms of common themes.

5. RESEARCH FINDINGS AND DISCUSSION

5.1 Response Rate

The researcher administered 380 copies of questionnaires to subjects in KPLC, REREC, and EPRA. However, 305 dully filled questionnaires were gathered at the end of the period that had been agreed upon. Analysis of participation of the subjects sampled in this study indicated a response rate of 80%. It has been contended that high participation in a sample survey has potential to increase the external

validity of a study and robustness of the resulting estimates (Dillman, 2000;Massey &Tourangeau, 2013; Kinyua, 2015).

5.2 Characteristics of the Participants

In the general section of the research instrument, the researcher intended to discern the important attributes of surveyed respondents. In view of these participants were required to provide information pertaining to gender, nature of relationship, level of education, category of institution, level in the organization and length of employment. The results of analyses of these attributes are as provided in tabular form.

Table5.1. *Characteristics of Participants*

Attributes	Categories	Frequency	Percentage	Cumulative Percentage
Gender	Female	145	48%	48%
	Male	160	52%	100%
Education Level	Postgraduate Degree	46	15%	15%
	Bachelor Degree	120	39%	54%
	College Diploma	88	29%	83%
	Others	51	17%	100%
Nature of Relationship	Operations Personnel	54	18%	18%
	Junior Management	29	10%	28%
	Senior Management	9	3%	31%
	Suppliers	7	2%	33%
	End-User Consumers	206	67%	100%
Length of Interaction	Not more than 5 years	91	30%	30%
	6 – 10 years	97	32%	62%
	11 – 15 years	73	24%	86%
	More than 15 years	44	14%	100%

Source: Survey Data (2021)

The tabulated results show that participation by gender was 48 percent and 52 percent for females and males respectively. Evidently there was a marginal variation among the two gender, with the majority of participants being male. These findings manifest fair representation of both male and female participants in the study. The presence of male and female participants in this survey was considered critical for facilitating making of balanced observations concerning the phenomena of interest in the purview of the surveyed state enterprises.

In terms of level of education, the findings revealed that participants with the bachelor degree level of education accounted for the highest proportion of respondents at 39 percent. Notably, participants who had attained postgraduate degree represented the minority proportion of 15 percent. The proportion of participants with college diploma level of education was 29 percent whereas the rest of the participants accounting for 17 percent had attained other education levels below the college diploma. The spread of participants in terms of educational attainment clearly underscore the diversity of experience and perspectives amongst the actors sampled in state entities within the energy sector. In addition, the educational attainment observed implied that the research participants were conversant with the aspects of the phenomena of interest in this study.

On the attribute of the nature of relationship that subsisted among the state enterprises and actors observed in this inquiry, the findings manifested end-user consumers as the majority participants with a proportion of 67 percent. On the other extreme, suppliers accounted for the smallest proportion of 2 percent of the participants that were involved in the survey. Actors in the category of junior management and senior management accounted for proportions of 10 percent and 3 percent respectively of the observed participants. These findings demonstrated fair representation of the target categories of the actors reflected in the target population. The vast participation of actors in the category of end-use consumers was particularly critical in providing among others, insights into the aspects of service delivery adopted in this survey.

Furthermore, a majority of actors had between 6 and 10 years of interaction with the surveyed state owned enterprises in the energy sector. On the other extreme, a proportion of 14 percent of the

participants had interacted with the surveyed institutions for a period exceeding 15 years. The rest of the participants, accounting for 24 percent and 30 percent had interacted with the observed state owned enterprises for a period of between 11 and 15 years, and at most 5 years respectively. Evidently, the significant proportion accounting for 70 percent of the proportion of actors participating in this inquiry had interacted with the state owned enterprises in the energy sector for at least 6 years demonstrating that they were conversant with aspects, activities, and practices that were reflective of the institutional phenomena adopted in this survey.

5.3 Summary Measures of the Research Variables

The researcher sought to gather empirical evidence on the phenomena of leadership hierarchy and service delivery, as the input variable and output variable respectively. The summary measures of central tendency and their attendant dispersion for the sample data gathered in this survey are presented and discussed in this section.

5.3.1 Leadership Hierarchy

Leadership hierarchy was conceptualized as leadership power, leadership motivation and leadership delegation were used as indicators of leadership hierarch in state owned enterprises in the energy sector. The summary measures of central tendency and corresponding dispersion for the observed data set on leadership hierarchy are as tabulated.

Table 5.2: Leadership Hierarchy

Leadership Power	n	Min	Max	Mean	Standard Deviation
Leaders provide an enabling environment	305	1.00	5.00	3.04	1.36
I am happy with how power is used in the organization	305	1.00	5.00	2.93	1.08
The organizational leadership widely shares the organization's vision	305	1.00	5.00	3.09	1.14
The organizational leadership serve own interests as opposed to that of the organization.	305	1.00	5.00	2.83	1.15
The vision of the organization is clearly communicated	305	1.00	5.00	3.35	1.18
Management has technical skills for supporting service delivery	305	1.00	5.00	3.19	1.13
Management decisions enhances service delivery	305	1.00	5.00	3.44	1.04
Leadership power is used for bettering delivery of services	305	1.00	5.00	3.34	1.13
Leadership power is used to promote coordination amongst actors for enhanced delivery of services	305	1.00	5.00	3.19	1.18
Aggregate Scores for Leadership Power	**305**	**1.33**	**4.67**	**3.15**	**0.75**
Leadership Motivation	n	Min	Max	Mean	Standard Deviation
The organizational leader is liberal as long as you are productive	305	1.00	5.00	3.23	1.06
The organizational leaders are concerned with our perceptions and suggestions	305	1.00	5.00	2.86	1.12
The leadership style in the organization is very approachable and accommodating	305	1.00	5.00	2.92	1.24
The behavior of leaders is a source of inspiration	305	1.00	5.00	2.89	1.23
I feel energized because the organizational leaders acts fairly towards me	305	1.00	5.00	2.84	1.24
My contribution is appreciated in the organization	305	1.00	5.00	3.06	1.27
Aggregate Scores for Leadership Motivation	**305**	**1.00**	**5.00**	**2.97**	**0.97**
Leadership Delegation	n	Min	Max	Mean	Standard Deviation
Leaders assign tasks to people at lowers level as they are capable of completing them successfully	305	1.00	5.00	3.11	1.27
The organization leader has confidence in the ability of those at lower levels to complete tasks successfully	305	1.00	5.00	3.26	1.09
There is fairness in assignment of tasks to people at lower levels	305	1.00	5.00	3.16	1.20

Assignment of tasks is used for skills development in the organization	305	1.00	5.00	3.46	0.98
Assignment of tasks is corroborated with assignment of matching authority	305	1.00	5.00	3.31	1.14
There is no duplication of responsibility over organizational duties	305	1.00	5.00	2.98	1.23
Aggregate Scores for Leadership Delegation	**305**	**1.00**	**5.00**	**3.21**	**0.82**
Aggregate Scores for Leadership Hierarchy	**305**	**1.43**	**4.81**	**3.12**	**0.76**

Source: Survey Data (2021)

In Table 5.2, the analysis of the set of data gathered on aspects of leadership hierarchy illustrated that the mean response was approximately 3.00 on the adopted rating scale. In the case of leadership power as a dimension of leadership hierarchy, the mean responses ranged between 2.83 and 3.44 for the aspect that organizational leadership serves own interest and the aspect that management decisions enhances service delivery respectively. The variability around the mean response for each of the aspects measured under leadership power was also generally low as illustrated by the range of sample standard deviation from 1.04 to 1.36. These set of results on sample mean responses and sample standard deviation demonstrated that on average the research participants considered the institutional aspects signifying leadership power to be moderately manifested in the state enterprises that were surveyed in the energy sector.

Analysis of the set of aspects adopted for measuring leadership motivation revealed that the lowest sample mean response was 2.84 for the aspect that motivation was attributed to leadership fairness. On the other extreme, the highest observed mean response was 3.23 on the aspect that liberal nature of leadership was associated with productivity. Generally these responses tended towards a value of 3.00 on the rating scale used for this inquiry. Corresponding values of sample standard deviation were noted to be ordinarily low as they ranged between 1.06 and 1.27 providing empirical evidence that the observed responses had narrow variability generally for all aspects that depicted leadership motivation. In essence, the measures of central tendency and dispersion revealed that the activities associated with leadership motivation were moderately evident in the surveyed state enterprises.

Additionally, analysis of observation gathered on aspects of leadership delegation depicted a variation of mean response from 2.98 for aspect regarding duplication of responsibility to 3.46 for the aspect relating to use task assignment for development of skills. As regards findings on the measures of variability, values of sample standard deviation ranged from 0.98 to 1.27 which was a clear pointer of narrow variability on the general spread of the observed responses. Generally, the resulting measures of central tendency and their corresponding measures of spread implied that the aspects that were observed on leadership delegation were moderately practiced in the state owned enterprises surveyed in the energy sector.

These findings on the three components of leadership hierarchy are further given credence by the aggregated scores for each of the component. Notably, the overall sample mean response for leadership hierarchy was 3.12 with a corresponding standard deviation of 0.76 which yields an aggregate coefficient of variation of 24 percent and thus confirming existence of narrow variability of responses. In addition, the evidence of narrow variability implied that collectively the summary measures for leadership hierarchy were appropriate for use in carrying out statistical analysis for estimating corresponding population parameters.

5.3.2 Service Delivery

Service delivery was hypothesized as the outcome variable in this study. The indicators that were adopted to measure service delivery included efficiency, effectiveness, turnaround time, and quality of service. The summary measures of central tendency and dispersion for the set of data gathered on delivery of services in state enterprises in the energy sector are in Table 5.3.

Table5.3. *Service Delivery*

Service Delivery	n	Min	Max	Mean	Std Dev
The organization is keen to perform the promised service	305	1.00	5.00	3.32	0.68
There is good accessibility to organizational services	305	1.00	5.00	3.10	0.76
Needs of actors are attended to on a timely basis	305	1.00	5.00	2.95	1.19
There are delays in performance of services in the organization	305	1.00	5.00	2.74	0.95

Actors are satisfied with the levels of accuracy in performance of services in the organization	305	1.00	5.00	2.92	1.21
Actors convenience in performance of service is valued in the organization	305	1.00	5.00	3.09	0.75
Service performance meets the expectation of actors	305	1.00	5.00	3.31	0.83
Operating hours of the organization are convenient to actors	305	1.00	5.00	3.42	0.77
Performance of service in the organization is characterized by thoroughness	305	1.00	5.00	3.38	0.82
Actors are given individual attention in the organization	305	1.00	5.00	2.92	1.20
Actors are satisfied with the level of service performance in the organization.	305	1.00	5.00	3.00	0.69
Actors are informed about when the service would be performed	305	1.00	5.00	2.85	1.24
Actors feeling are considered in performance of service	305	1.00	5.00	2.96	1.08
Actors feel safe during performance of service in the organization	305	1.00	5.00	3.09	0.72
Organization's documents are free of errors	305	1.00	5.00	2.42	1.21
Aggregate Scores for Service Delivery				**3.03**	**0.94**

 Source: Survey Data (2021)

The results displayed in Table 5.3 revealed that the sample mean response for the observations made that regarding service delivery ranged between 2.42 for the aspect of organization's documents are free of errors and 3.42 for the aspect that operating hours of the organization are convenient to actors. On the former aspect, the corresponding standard deviation is relatively high at 1.21 implying that the responses gathered on this aspect were not close together on the measurement scale used. The general behavior of the sample mean response of the data set gathered implies that the practices typified by the activities and aspect measured are moderately manifested in the surveyed state owned enterprises in the energy sector.

It is evident that operational hours are convenient to actors, there is thoroughness in service performance, there is safety during service performance, service performance meet the expectation of actors, and keen interest is manifested in executing the promised services. It was also noted that there are moderate delays in performance of services, and institutional documents are moderately free of errors. The aggregated sample mean response for all aspect of service delivery observed in this study was 3.03 and the corresponding standard deviation was 0.94. These overall behavior of observations gathered implies that the attendant aggregate variability is low and thus the summary measures of the sample are suitable for making generalization to the population of study.

5.4 Linear Regression

The researcher conducted simple linear regression analysis to facilitate testing of the research hypotheses. Towards this end, leadership hierarchy was regressed on service delivery. The resulting statistical output is shown in Table 5.4.

Table5.4.*Simple Regression Analysis*

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.855 [a]	0.732	0.728	0.39749	1.856

Dependent Variable: Service Delivery
Predictors: (constant), Leadership Hierarchy

Source: Survey Data (2021)

The statistics for model summary demonstrates that the correlation coefficient for the model is 0.855 whereas the coefficient of determination (Adjusted R Square) is 0.732. The implication of coefficient of determination is that leadership hierarchy accounts for 72.8 percent of variation of service delivery in the surveyed state enterprises. The outstanding, 27.2 percent of variation in outcome variable is attributable to other factors that were not investigated in this study.

Table5.5. *Analysis of Variance*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	129.151	4	32.288	204.357	.000[b]

Residual	47.399	300	0.158		
Total	176.550	304			

Source: Survey Data (2021)

The F test for the overall model fitness is manifested by the output of Analysis of Variance indicated a value of 204.357 for the F statistics with a level of significance (p-value) of 0.000. These results provide a statistical confirmation that the estimated model is the most appropriate for fitting the empirical data set gathered in this study. In particular, the estimated model has statistical significance at a level of confidence of 95 percent and 0.05 level of significance.

Table5.6. *Coefficients of Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	.185	.129		1.436	.152
Leadership Hierarchy	.237	.063	.235	3.764	.000
Dependent Variable: Service Delivery **Predictors:** (constant), Leadership Hierarchy					

Source: Survey Data (2021)

The regression coefficients tabulated in Table 4.14 aided in the estimation of respective statistical model as illustrated in equation 5.1.

Service Delivery = 0.185 + 0.237Leadrship Hierarchy…………………………5.1

Statistical evidence in the output of regression coefficients demonstrates that in the case where all the explanatory variables are maintained a constant value of zero, the level of service delivery would be at 0.185. Apparently, the p-value corresponding to the constant coefficient is 0.152 which in reality exceeds the value of 0.05 chosen as a criterion for making decision. Therefore, population parameter for the intercept (constant coefficient) is not statistically significant at 95 percent confidence level.

As regards the research hypothesis, the researcher postulated that leadership hierarchy has no effect on delivery of services in state enterprises in the energy sector in Kenya. Statistical evidence estimates a beta coefficient of 0.237 for leadership hierarchy with a corresponding p-value of 0.000 whose level does not exceed the benchmark value 0.05. The implications of these findings is that an increase of actors' interests by a value of 1 is responsible for an increase of 0.237 in the level of service delivery. As such, the researcher concludes that at a level of significance of 0.05 percent, leadership hierarchy positively affect delivery of services in state enterprises in the energy sector in Kenya.

The findings associated with this study corroborate the revelation made by Riziki*et al*. (2018) that aspects of leadership hierarchy such as communication have dominant bearing on delivery of services in organizations. The conclusion equally agrees with findings associated with Mutegi and Ombui (2016) that indeed there is a need to entrench quality leadership through accountability and transparency, including employees in decision-making process so as to get their positive contributions in performance and productivity. Similarly, the findings and conclusion of this study validates the proposition made in the theory of bureaucracy that adopting a clear leadership hierarchy formed the basis of an organization planning which promoted delivery of services and accomplishment of organizational mission through unified decision-making process, systematic discipline of workers and clear communication (Max, 1978).

5.6 Qualitative Data

The researcher sought the views of respondents on role of leadership hierarchy in delivery of services. It was observed that leadership hierarchy facilitates delegation of authority and as such promotes a sense of shared responsibility among the actors. Through delegation of authority, decision making is enhanced and therefore shorter time is taken to execute institutional activities. Further, respondents noted that leadership hierarchy reinforces the flow of work, communication and accountability in state enterprises surveyed withinn the energy sector. In essence, efficiency in decision making is

fundamental to minimizing turnaround time and for developing a sense of satisfaction amongst the actors of the surveyed state entities in the energy sector.

6. CONCLUSION

The inquiry intended to investigate the effect of leadership hierarchy on service delivery. Leadership hierarchy was indicated as leadership power, leadership motivation and leadership delegation. Resulting measures of central tendency and dispersion confirmed that leadership hierarchy moderately manifested in the practices of state entities surveyed in the energy sector. Similarly, service delivery was conceptualized as an outcome variable and measured using efficiency, effectiveness, turnaround time, and quality of service. Measures of central tendency and respective measures of dispersion deriving from the observed data signified the presence of pertinent aspects of service delivery in surveyed state owned enterprises. As pertains inferential analysis, the coefficient for leadership hierarchy was found to be significant. As such, the research concluded that leadership hierarchy positively contributes towards service delivery.

7. RECOMMENDATIONS WITH PRACTICAL IMPLICATIONS

The empirical findings of this study have valuable implications for policy and practice in state corporations in the energy sector. Accordingly, management of state owned enterprises should enact policies to reinforce practices on aspects of leadership power, leadership motivation and leadership delegation. In as far as leadership power is concerned, the senior management in charge of strategy should guide enactment of policy guidelines to strengthen activities that create enabling environment, enhance communication of the strategic intent, and enhance alignment of service delivery with actors' interests. Senior management in different functional areas should be open and receptive to suggestions, contributions, complaints of actors, and should been seen to exercise fairness on all actors. Delegation of duties should strengthened so as to provide effective mechanisms for learning, transmission knowledge, development of new skills, and confidence building among actors in state owned enterprises for enhanced productivity and for effective succession planning.

REFERENCES

[1] Andrews, R., & Van de Walle, S. (2013). New public management and citizens' perceptions of local service efficiency, responsiveness, equity and effectiveness. Public Management Review, 15(5), 762-783.

[2] Ates, A., Garengo, P., Cocca, P., &Bititci, U. (2013). The development of SME managerial practice for effective performance management. Journal of small business and enterprise development.

[3] Bächtiger, A., Dryzek, J. S., Mansbridge, J., & Warren, M. (2018). Deliberative Democracy. The Oxford handbook of deliberative democracy, 1.

[4] Basheka, B. C. (2012). The paradigms of public administration re-examined: A reflection. Journal of Public Administration, 47(1), 25-67.

[5] Baguma, S. (2017). Role of Monitoring and Evaluation and Quality of Service Delivery in Local Governments: A Case of Mpigi District (Doctoral dissertation, Uganda Management Institute).

[6] Barzelay, M. (2002). Origins of the new public management. New public management: Current trends and future prospects, 15-33.

[7] Cameron, R. (2009). New public management reforms in the South African public service: 1999-2009. Journal of public administration, 44(si-1), 910-942.

[8] Chan, F. K., Thong, J. Y., Venkatesh, V., Brown, S. A., Hu, P. J., & Tam, K. Y. (2010). Modeling citizen satisfaction with mandatory adoption of an e-government technology. Journal of the association for information systems, 11(10), 519-549.

[9] Chilunjika, A., &Mutizwa, B. (2019). Exploring factors militating against the performance of parastatals in Zimbabwe: the case of the national railways of Zimbabwe from 2008 to 2016. Journal of Public Administration and Development Alternatives (JPADA), 4(1-1), 41-60.

[10] Donkor, F. & Zhou, D. (2019). Complexity Leadership Theory: A Perspective for State-Owned Enterprises in Ghana. International Journal of Educational Leadership and Management, 7(2), 139-170. DOI:10.17583/ijelm.2019.3647.

[11] Drost, E. A. (2011). Validity and reliability in social science research. Education Research and perspectives, 38(1), 105-123.

[12] Dunleavy, P., Congleton, R. D., Grofman, B., & Voigt, S. (2019). 'The Bureaucracy' as an Interest Group. The Oxford Handbook of Public Choice. Oxford Handbooks, 1, 567-584.

[13] Dunleavy, P., Gamble, A., Holiday, I., & Peele, G. (Eds.). (1997). Developments in British Politics 5. Macmillan International Higher Education.

[14] Ekundayo, W. J. (2017). Good governance theory and the quest for good governance in Nigeria. International Journal of Humanities and Social Science, 7(5), 154-161.

[15] Fares, R. L., & Webber, M. E. (2017). The impacts of storing solar energy in the home to reduce reliance on the utility. Nature Energy, 2(2), 1-10.

[16] Fedosov.V., &Paientko.T. (2017). Ukrainian Government Bureaucracy: Benefits and Costs for the Society. Business and Management Studies Vol. 3, No. 2; June 2017 ISSN: 2374-5916 E-ISSN: 2374-5924 Published by Redfame Publishing URL: http://bms.redfame.com.

[17] Fiaz, M., Su, Q., &Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. The Journal of Developing Areas, 51(4), 143-156.

[18] Field, A. P. (2013). Discovering statistics using SPSS (4th ed.). SAGE publication: London, United Kingdom.

[19] Gliner, J. A., Morgan, G. A., & Leech, N. L. (2011). Research methods in applied   settings: An integrated approach to design and analysis. Routledge.

[20] Hood, C. (1991). A public management for all seasons?. Public administration, 69(1), 3-19.

[21] Huang, L. J., & Snell, R. S. (2003). Turnaround, corruption and mediocrity: Leadership and governance in three state owned enterprises in Mainland China. Journal of Business Ethics, 43(1), 111-124.

[22] Hughes, O. E. (2012). Public management and administration: An introduction. Macmillan International Higher Education

[23] Ireri, E.N (2016). Kenya's Legal and Regulatory Framework on the Appointment of Board of Directors (BOD) for State Owned Enterprises (SOE) and Its Effectiveness. International Journal of Humanities and Social Science Vol. 6, No. 12; December 2016

[24] Kinyua, G.M. (2015). Relationship between Knowledge Management and Performance of Commercial Banks in Kenya. Doctoral Thesis, Kenyatta University: Narobi, Kenya.

[25] Kinyua, G. M., Njoroge J. G., Wanyoike R. W. &Kiiru D. M.(2015). Influence of Organization's Structure and Culture on Implementation of Strategies in Constituency Development Fund Board in Kenya. International Journal of Education and Research, 3, (11), 209- 218.

[26] Kolil, S., Ondiek B.A., &Manyasi,J (2019). The effect of leadership on service delivery in county governments in north Rift, Kenya. Vol. 6, Iss. 4, pp 443 - 451 October 15, 2019.

[27] Matei, A., &Antonie, C. (2014). The new public management within the complexity model. Procedia-Social and Behavioral Sciences, 109, 1125-1129.

[28] Mitulla, W. V. (2016). Citizen Response Points to Appreciation, Challenges of Kenya's Devolved Governance. Afro barometer Dispatch 105. Retrieved from: www.afrobarometer.org

[29] Mongkol, K. (2011). Implementing New Public Management in a Developing Country: the case of Thailand. International Journal of Arts & Sciences, 4(23), 87.

[30] Mutegi, M. F., &Ombui, K. (2016). An Investigation of the Factors that Cause Poor Performance of State Corporations in Kenya. International Journal of Scientific and Research Publications, 6(11), 350-359.

[31] Muthimi, J. K., Kilika, J. M. &Kinyua, G. (2021). Exploring the role of inspirational motivation to institutions of higher learning: Empirical evidence from selected universities in Kenya. International Journal of Research in Business and Social Science, 10(4): 455-466

[32] Mutua, J., Ngui, D., Osiolo, H., Aligula, E., &Gachanja, J. (2012). Consumers satisfaction in the energy sector in Kenya. Energy policy, 48, 702-710.

[33] Mwaura, K. (2007). The failure of corporate governance in state owned enterprises and the need for restructured governance in fully and partially privatized enterprises: The case of Kenya. Fordham Int'l LJ, 31, 34.

[34] Njoroge, J. G (2015). Organizational resources and performance of mobile phone companies in Kenya. (PhD, thesis), Kenyatta university.

[35] Njoroge, J. G. &Kinyua, G. M. (2020). Strategies Influencing Corporate Social Responsibility Programs for Climate Change in Commercial Banks in Kenya. The International Journal of Humanities and Social Studies, 8 (5): 306-312.

[36] Ontita, J. &Kinyua, G. M. (2020). Role of Stakeholder Management on Firm Performance: An Empirical Analysis of Commercial Banks in Nairobi City County, Kenya. Journal of Business and Economic Development, 5(1): 26-35.

[37] Orazi, D. C., Turrini, A., &Valotti, G. (2013). Public sector leadership: new perspectives for research and practice. International Review of Administrative Sciences, 79(3), 486-504.

[38] Rahman, M. M., Liberman, L. S., Giedraitis, V. R., & Akhter, T. (2013). The paradigm from traditional public administration to new public management system in Bangladesh: What do reform initiatives stand for. Advances in Economics and Business, 1(3), 297-303.

[39] Ritchie, J., &Ormston, R. (2003). The applications of qualitative methods to social research.   Qualitative research practice: A guide for social science students and   researchers, 24, e46.

[40] Riziki, B.M., Asienga, I.C., &Mosoti, Z. (2018). The Factors Affecting Service Delivery in Parastatals. A Case Study of Rural Electrification Authority, Kenya.

[41] Roper, J., &Schoenberger-Orgad, M. (2011). State-owned enterprises: Issues of accountability and legitimacy. Management Communication Quarterly, 25(4), 693-709.

[42] Safina, D. (2015). Favouritism and nepotism in an organization: Causes and effects. Procedia economics and finance, 23, 630-634.

[43] Saunders, M., Lewis, P., & Thornhill, A. (2009). Research methods for business students. Pearson education.

[44] Saunders, M. N. K., Lewis, P., Thornhill, A., & Bristow, A. (2015). Understanding research philosophies and approaches: Research methods for business students.

[45] Saylor, R. (2014). State building in boom times: Commodities and coalitions in Latin America and Africa. Oxford University Press.

[46] Shields, P. M. (1998). Pragmatism as a philosophy of science: A tool for public administration.

[47] Simonet, D. (2014). Assessment of new public management in health care: the French case. Health Research Policy and Systems, 12(1), 1-9.

[48] Syapsan, S. (2019). The effect of service quality, innovation towards competitive advantages and sustainable economic growth: Marketing mix strategy as mediating variable. Benchmarking: An International Journal, 26(4), 1336-1356.

[49] Tamene, E. H. (2016). Theorizing conceptual framework. Asian Journal of Educational Research Vol, 4(2), 50-56.

[50] Taylor, J. K. &Cihon, C. (2004). Statistical Techniques for Data Analysis (2nd ed.). Chapman & Hall Publication: London, United Kingdom.

[51] The National Ethics Corruption Survey (2018). EACC Report Reveals 10 Most Corrupt Offices in Kenya. https://www.kenyans.co.ke/news/33600-eacc-report-reveals-10-most-corrupt-offices-kenya

[52] Turkalj, Ž., &Fosić, I. (2009). Organizational communication as an important factor of organizational behaviour. Interdisciplinary Management Research, 5, 33-42.

[53] Usang, O. U. E., & Salim, B. (2016). Political Interference and Local Government Performance in Nigeria: The Moderating Role of Internal Audit Quality. International Journal of Economic Perspectives, 10(4).

[54] Wagana, D. M. (2017). Effect of governance decentralization on service delivery in County governments in Kenya, PhD (leadership and governance). Jomo Kenyatta University of Agriculture and Technology.

[55] Waikenda,M. (2020). Influence of Stakeholders' Participation on Performance of County Governments in Kenya. Journal of Research in Management Vol. 2, No. 4, 2019, pp. 1 – 10 Published by Indonesian Research Society

[56] Warren, M. E. (2017). A problem-based approach to democratic theory. The American Political Science Review, 111(1), 39.

[57] Weylandt, M., & ANTI, I. (2016). SOE governance in Namibia: Will a hybrid system work. IPPR in partnership with Hanns Seidel Foundation, Briefing paper, 1-19.

[58] Wijetunge, W. A. D. S. (2016). Service quality, competitive advantage and business performance in service providing SMEs in Sri Lanka. International Journal of Scientific and Research Publications, 6(7), 720-728.

[59] Wilkinson, A., & Fay, C. (2011). New times for employee voice?. Human Resource Management, 50(1), 65-74.

[60] Yamane, T. (1967). Statistics: An introductory analysis. [2nd Ed.].

[61] Yap, B. W., & Sim, C. H. (2011). Comparisons of various types of normality tests. Journal of Statistical Computation and Simulation, 81(12), 2141-2155.

[62] Yukl, G. (2008). How leaders influence organizational effectiveness. The leadership quarterly, 19(6), 708-722.

[63] Yvonne Feilzer, M. (2010). Doing mixed methods research pragmatically: Implications for the rediscovery of pragmatism as a research paradigm. Journal of mixed methods research, 4(1), 6-16.

[64] Zungura, M. (2014). Understanding new public management within the context of Zimbabwe. International Review of Social Sciences and Humanities, 6(2), 246-253.

AUTHORS' BIOGRAPHY

Mr. Jason Chewa is a student in the Department of Public Policy & Administration, School of Law, Arts and Social Sciences of Kenyatta University. He holds a Masters of Arts in Public Policy and Administration from Kenyatta University, Bachelor of Business Administration (Entrepreneurship) from Kenya Methodist University and currently undertaking a Doctor of Philosophy in Public Policy and Management (Public Policy Option)from Kenyatta University. His research proposal is on Government Bureaucracy and Service Delivery in State Owned Enterprises in the Energy Sector in Kenya. His key areas of interest in research includesInnovative capability, Resource management dynamism,Knowledge management, Strategic agility, Business and Green innovations.