

**ASSESSMENT OF COUNTY INTEGRATED DEVELOPMENT PLAN
IMPLEMENTATION DETERMINANTS ON SERVICE DELIVERY
IN MERU COUNTY GOVERNMENT, KENYA**

MURITHI OLIVIA GAKII

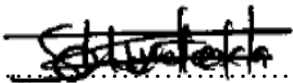
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
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DECLARATION AND APPROVAL

Student Declaration

This project is entirely my own work and has not been submitted for a degree or any other qualification at any other university.

Signature  Date15/03/2024.....

Murithi Olivia Gakii

MBA/2022/49332

Supervisor approval

I confirm that the candidate conducted the work reported in this project under my supervision.

Signature:  Date ...15/03/2024.....

Dr Robert Obuba

School of Business and Economics

Mount Kenya University

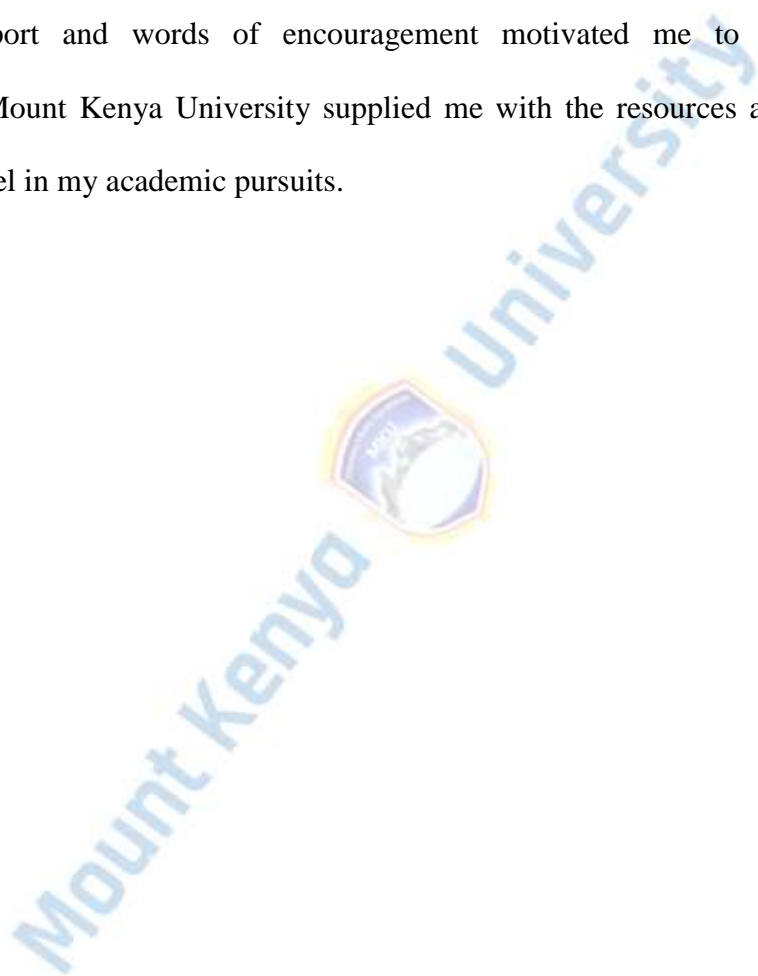
DEDICATION

In honor of my mother, Eva Murithi, and my father, Pascal Murithi, I would want to dedicate this project to them separately.



ACKNOWLEDGMENT

Please accept my sincerest gratitude for all of your help in bringing this project to a successful conclusion. My university supervisor, Dr. Robert Obuba, has been an incredible source of constant encouragement and insightful critique, and I will be forever grateful to him. I am extremely thankful for the comfort and encouragement that have come from God's grace and providence. I am incredibly grateful to Isaac Masinde, whose unending support and words of encouragement motivated me to keep going. Furthermore, Mount Kenya University supplied me with the resources and support I required to excel in my academic pursuits.



ABSTRACT

Meru County's leadership had admirable intentions, but they failed to adequately execute them, leading to inadequate service delivery. In fiscal year 2021/2022, Sh209 million was embezzled because the government failed to furnish the necessary paperwork for the distribution. As a result, the county administration's issues with underfunding and misallocation became even more severe. In order to determine whether the level of service provided aligns with various aspects of the strategic plan of the Meru County Government, this study set out to do just that. The organizational structure, functional strategy, allocation of resources, and support from senior management were all part of the issues that were examined. Models like the Servqual and Strategic Fit theories as well as the Resource-Based View and Contingency Theories were utilized in this investigation. A total of 161 people from 10 different departments within the Meru County Government were a part of the study, which used an explanatory research approach. With the use of Slovin's Formula, we were able to recruit 114 participants by stratified random selection. Using a mix of quantitative and qualitative techniques, semi-structured questionnaires were used to gather primary data. Inferential statistics, such as Pearson correlation and multivariate regression, and descriptive statistics, such as percentages, means, standard deviations, and frequency distributions, were employed in the data analysis. The results demonstrated that elements such as organizational structure, functional strategies, allocation of resources, and support from top management accounted for 83% of the total impact on service delivery. Service delivery within the Meru County Government was found to be significantly impacted by factors like top-down support, organizational structure, functional strategies, and resource allocation, according to the study. Among the many recommendations were the following: increasing participation from workers in decision-making; developing effective management practices; enhancing oversight of departmental staff; and placing an emphasis on internal communication through emails and memos. The Meru County Government can benefit greatly from these findings in making educated judgments and formulating effective strategies, particularly for the purpose of carrying out programs like the County Integrated Development Plan. In addition to filling up research gaps, this study strengthens our understanding of the theoretical and empirical aspects that influence plan execution.

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ABBREVIATIONS AND ACRONYMS

CIDPs:	County Integrated Development Plans
GPR:	government process re-engineering
HR:	Human Resource
ICT:	Information, Communication and Technology
IS:	Information System
NACOSTI:	National Commission for Science, Technology, and Innovation
NSE :	Nairobi Securities Exchange
PFM :	Public Finance Management
RBV:	Resource-Based View
SPSS:	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Assistance, support, products, information, and job opportunities are all part of the service that clients receive from the businesses that are responsible for delivering them. Customers' perceptions of value may rise or fall depending on this interaction (Adewole, Reid, Oni, & Adebowale, 2022). Water, electricity, sanitation, healthcare, business registration, education, security, and agricultural extension are all examples of essential resources and services that are provided to the public through public service delivery (Council on Foreign Relations, 2022). In an effort to raise the standard of living for their citizens, governments worldwide have implemented a wide range of policies, plans, strategies, and initiatives. Plans, strategies, interventions, and policies that are put into action to improve service delivery are emphasized by Massey and Johnston (2018). The worldwide demand for better services has prompted governments to place a premium on transparency and effectiveness. In the US, all government agencies are now obligated to prioritize individuals in their service delivery operations due to a mandate.

According to research by Mitchell (2018), seventeen US federal departments have pledged a total of thirty-six points toward better customer service. The primary goal of these commitments was to improve the provision of public services and to boost individual welfare. Interestingly, it was found that the level of satisfaction with the supply of public services among European individuals was comparable to that of American citizens. To be sure, Central Asians were less satisfied with the services they got than their European counterparts (Bryer, 2021).

Public sector satisfaction has been on the rise in most European and Central Asian nations since 2006, despite the global economic downturn and the COVID-19 pandemic (Bryer, 2021). However, compared to people in Western Europe, those from Eastern Europe and Central Asia were less satisfied with the quality of public services (Fiszbein, Ringold, & Rogers, 2019). This disparity is due to a combination of factors. More informal payments occur, public services are relied upon more heavily, and complaint procedures are less developed in countries in transition in Eastern Europe and Central Asia.

The purpose of the changes implemented in India's internal departments and GPR in China was to improve access to public services and the benefits that come with them (Ke, Wang, Salmon, & Tang, 2021). The degree to which the state provides its residents with healthcare and information is assessed by metrics for service delivery, which measure the effectiveness, availability, and reliability of these services. Education, health, and sustainability metrics are at the center of India's newly-implemented integrated plan for public service delivery across several government agencies (Frantz & Jain, 2017).

Protests and demonstrations pertaining to service delivery concerns have escalated in South Africa due to the unreliability of services offered by both the federal and provincial governments, which has put people at risk and greatly disrupted their everyday lives (Council on Foreign Relations, 2022). Even though local governments in Nigeria are vital to providing public services, more than 70% of the population is unhappy with the quality of healthcare, water, roads, and electricity. Improving government accountability and openness and utilizing technology are two ways to improve service delivery (Ihemeje, 2018).

Government changes were implemented in 2010 to improve service delivery in Ethiopia in response to discontent with the quality of services (Moti, 2021). There was an immediate need to assess the quality of public services, which prompted the

administration to take action by reforming the civil service and committing to finding and fixing the things that lower service standards.

Decentralization, according to Kerubo and Muturi (2019), will improve Kenya's public service delivery. Despite the Counties being held accountable, the writers noted that service delivery is still severely lacking. While the public was heavily involved in Kenyan counties, research by Mutuma, Stephen, and Makau (2022) found that decentralized government and service delivery fell short of expectations. The availability, average quality, and inefficiency of the publicly available services were clear indicators of this problem. Furthermore, in order to objectively assess the public's perception of service delivery, Ochieng (2021) performed research on citizen-driven service delivery. The public's opinion of various county governments' performance in critical service delivery areas was the focus of the study. People mostly cared about the economic, social, environmental, and political aspects of service delivery. While economics helps companies, social aspects improve people's lives and lead to better health, more education, and less poverty. However, in order to cultivate participatory democracy, political elements are crucial.

1.1.1 Service Delivery

When a business provides a service—whether it's financial assistance, a product, expert advice, or even a job—to another party, that party stands to gain or lose something from the transaction (Sharma, 2002). Moreover, according to Naidu (2005), service delivery is defined as the process by which a provider meets the needs of a client who has placed their trust in them. Power, water, sanitation facilities, healthcare, agricultural extension, corporate registration, education, security, and a host of other essential public services are all part of what public organizations call "service delivery" (Bryer, 2021). Many different approaches have been used to evaluate the service delivery of different

government agencies. Different public organizations adopted different and even contradictory policies since there was no agreement on how to improve the many services they offered.

The use of the SERVQUAL model is suggested by Sharma (2002). Built on five pillars of customer service, SERVQUAL is an all-encompassing statistic. This encompassed concrete elements like the visual representation of the company, its employees, and its advertising collateral. The ability of your attraction to reliably and accurately deliver the experience for which the customer has paid is what we mean when we talk about reliability. One definition of responsiveness is the speed with which your company is ready to help customers and provide quick responses. The ability of your personnel to instill confidence and convey trust in every facet of the guest experience is what we mean when we talk about assurance. The desire for caring and personalized attention is known as empathy, and it is something that every customer wants.

In 2005, Naidu voiced his support for the SERVQUAL model, which evaluates the efficiency and effectiveness of government service delivery by considering reliability, assurance, tangibility, responsiveness, and empathy. Bryson (2015) argues that the government's ability to provide a variety of services to its citizens in an efficient, accessible, and dependable way is a good indicator of service delivery. The time it takes to register a business, the amount of food produced, the number of people who have access to piped water in their homes, and the number of people who receive medical treatment in hospitals are all quantitative metrics that public organizations use to monitor service delivery.

Evaluations carried out following the delivery of a service and subsequent surveys Guests were given extra chances to reflect on their experience through these surveys, as opposed to the pre-visit assessments stated earlier. If you wish to obtain more detailed responses,

the following survey may include a variety of questions. Afterwards, the business may choose to send a SERVQUAL survey to persons who often use your website, asking them to assess your customer service across many aspects. Through the implementation of these surveys, organizations acquired vital insights regarding the general perception of the attraction by guests.

The rise of contemporary public administration and human relations has resulted in an increased focus on engaging individuals in the assessment of service quality. Comite (2018) asserts that public participation is crucial in establishing performance evaluation standards and conducting these assessments. As per Massey and Johnston (2018), collecting feedback from residents who have used government services through post-service or monthly assessments is a highly efficient approach to monitor service delivery. This approach entailed administering surveys to the broader population in order to evaluate the standard of public services on a regular basis or promptly after their provision. The public's view of service delivery can be effectively assessed by employing the citizen rating measure (Bryer, 2021). Given that the services were accessible to the general public, this issue was fair and impartial. This study employed a post-service evaluation of service delivery methodology, which entailed surveying county residents to gauge their viewpoints on the efficiency and efficacy of county governments in providing services such as healthcare accessibility, road infrastructure, ease of conducting business, security, corruption, and other relevant domains. Right after they left, we asked visitors to assess their experience, and subsequently aggregated their evaluations. This approach provides a valuable opportunity to acquire an impartial perspective on the visitors' sentiments after their visit, taking into account their recent memories of their experiences. Customers can rate their experience using either a digital

kiosk or a customer experience app, utilizing a numerical scale that spans from one to five.

1.1.2 Plan Implementation Determinants

Plan implementation was the process through which a selected strategic plan was put into practice. Implementation of a formulated strategic plan entailed integration of an organizational structure, people, organizational culture and other organizational tangible and intangible resources in attaining organizational goals (Mitchell, 2018). Besides, Verweire (2014) asserted that when strategic plans have been created, they must be put into practice since they were useless unless they were successfully applied. If organizations wished to stay competitive, provide quality services and remained relevant despite market changes, they must implement their strategic plans effectively.

According to Frantz and Jain (2017), putting a plan into action was a crucial part of turning a strategic strategy into a reality. The vision, purpose, strategy, and goals of the company could only be realized through this process, which involved turning the developed strategy into a set of actions (Mbulwa & Kinyua, 2020). Important steps were taken to turn a strategy plan into a living, breathing entity that drives the company closer to its goals. Unfortunately, most businesses with strategic plans fail to effectively implement them, as pointed out by Eresia-Eke and Soriakumar (2021). To ensure the plan's proper execution, several crucial factors had to be taken into account. Organizational elements, internal and external resources and personnel, and the surrounding environment were all considered (Adewole et al., 2022). While changes to the organization's external environment were inevitable, the most influential aspects of plan implementation were those within the organization over which managers had influence (Naidu, 2005). Leadership, organizational structure, culture, working environment, functional methods to support the strategy, financial resources, staff quality

and quantity, and access to resources were all factors. Aligning the strategic plan with the organization's structure is essential for effective strategy implementation (Fiszbein et al., 2019).

The backing of upper management, internal communication, organizational structure, and resource allocation were the elements that decided the effectiveness of a strategy's implementation, according to Ochola (2016). The factors that impact the success or failure of a plan's execution, according to Kamande and Orwa (2015), are the organization's structure, the distribution of resources, its leadership, the involvement of stakeholders, and its internal communication. Success in implementing a company's strategy relies on a number of factors, including buy-in from upper management, well-defined roles and responsibilities, clear lines of communication, and capable leadership (Kibicho, 2015). In the opinion of upper management, factors such as business culture, workforce growth, leadership style, and recognition and awards were important (Riaz, 2016).

According to Karithi and Mbugua (2018), top management support included the rewards and recognition of employees, the leadership style of the organization, the timely distribution of resources, and employee participation. A leadership style that was flexible allowed for the consideration of viewpoints from all levels of an organization, inspired employees, fostered a sense of team spirit, identified hurdles and impediments, and tried to overcome them, all of which contributed to the accomplishment of the goals (Kamande & Orwa, 2015). The nature of the job that had to be done, the types of processes that was in place, the level of safety in the workplace, and the relationships that coworkers have inside the company was all aspects that contribute to recognition and motivation in companies, which in turn affects the performance of those organizations (Donna, 2018). According to the findings of Chidiebere, Ngozi, and Ifeoma (2015), workers who were

acknowledged for their contributions have high levels of self-esteem, confidence in their job, a willingness to work on obstacles, and the ability to come up with innovations that enhance the performance of a company.

The coordination of organizational structure and strategy was vital to ensure that each level or part of the structure was synchronized to effectively deliver on their parts. The organization must be prepared to carry out the plan it had developed. When the organizational structure did not match its strategic plan, a reorganization of the organization was required (Kilile et al., 2018). Although other departments needed to be increased or created, certain departments needed to be reduced in size or scrapped. According to Magiri et al. (2018), this was done to ensure that the structure was fit and focused to implement the strategic plan.

The activities and objectives delegated to different departments to support the organizational level plan was known as functional strategies. These strategies were vital as they outline the results the organization sought to obtain through the regular operations of certain departments of the organization (Magiri et al., 2018). Leadership was a main factor influencing the execution of strategic plan because it shaped the implementation process with vision, motivation and provision of direction to the whole organization (Nzioki et al., 2018). A strong and supportive corporate culture is essential for motivating employees, assisting them in reaching their full potential, and offering a sense of stability and direction (Joseph & Kibera, 2019). Furthermore, allocating resources is an essential part of putting a strategy into action. This necessitates keeping resources available and enough, having a transparent policy for allocating resources, and making sure they are distributed quickly (Endrejat, Baumgarten, & Kauffeld, 2017). The purpose of the resource allocation policy is to facilitate the execution of plans by directing the necessary resources to where they will be most useful. Proper resource allocation entails providing

sufficient resources at the correct time throughout the execution of a plan. This study found that factors such as support from upper management, organizational structure, functional strategies, and allocation of resources were important in determining the success of strategy implementation.

1.1.3 Meru County Government

Article 6(1&2) of the Kenyan Constitution specifies that the country must be divided into 47 counties, which was done in 2010. The administration of Meru County was likewise established at the same time. Devolved Governments Act and Cities and Urban Areas Act were among the statutes that governed the entity's operations. Following the dissolution of the Municipal Council and the transfer of its responsibilities from the federal government, the responsibility of delivering a range of services to the inhabitants within its jurisdiction was assumed by the Meru County Government (Meru County Government, 2021).

The main objective was to make Meru County a more appealing place for investment, employment, and housing. The administration of Meru County set out to accomplish three main goals: provide economical and easily available services; encourage community participation; and create a safe environment that would promote political, economic, and social progress. Achieving this goal was greatly aided by a team that was extremely motivated and committed. A county public service board, an executive branch, and a legislative arm make up the government of Meru County. Each of these divisions has an essential role in the administration and supervision of Meru County, according to the county's official statement from 2023. There have been a number of projects launched by the Meru County administration. A few of the plans that have been highlighted are the Meru County HIV/AIDS Strategic Plan, the Meru County Assembly Strategic Plan, and the Meru County Integrated Development Plan for the years 2018–2022. Only 45

percent of the initiatives that Meru County approved were really put into action, as reported by Kimani (2018). Factors such as leadership style, organizational norms, skills, and structure contributed to the poor rate of implementation. It was planned that Meru County will be one of few to get the 335 billion Kenyan shillings budget for the fiscal year 2022–2023. A portion of the 9.89 billion shillings was owing to Meru as a result of legal requirements. Due to poor financial management and operational performance, Meru County is unable to make good use of its resources. Despite projections of a 30% completion rate for development expenditures in 2023 in the Budget Review and Outlook Paper, Meru County only managed a rate of 14.6%. The findings indicate that the county's service quality fell short of expectations.

1.2 Statement of the problem

The County Integrated Development Plans (CIDPs) and the county strategy have been under-implemented by the Meru County government for the last five years, resulting in a 45 percent implementation rate. According to Njogu (2016), CIDPs have a number of challenges, including a lack of executive support, poor communication, resource misallocation, insufficient funding, and an overall lack of resources. The budget controller's report for 2017–2018 and 2018–2019 states that Meru County did not make significant efforts to increase its revenue and instead depended largely on government funding (Controller of Budget, 2019).

Furthermore, the funds collected by Meru County have been distributed to meet incidental expenses in addition to the allowed ones. The counties also failed to complete their development projects because they could not meet the 30% minimum requirement. Ntoiti and Makau (2022) further point up that during fiscal year 2021/1822, the Meru County administration spent Sh209 million without providing any proof. Counties in Kenya face a number of obstacles, according to a 2016 report by Transparency

International Kenya. Some examples of these problems include a lack of funds, government funding that is either delayed or stolen, and initiatives that are not well-executed. The tax collecting systems of county governments are found to have various problems according to Njogu's (2016) analysis. To understand how the administration of Meru County offers its services, it is essential to analyze the elements that impact the implementation of strategies.

In addition, Kagumu (2018) investigated the factors that impact the execution of strategies in Murang'a County. Ochola (2016) looked at Mombasa County, Kenya, to see if public health institution strategy implementation is affected by variables. When it comes to the Ministry of Lands in Kiambu County, Kenya, implementing their strategies, researchers Kamande and Orwa (2015) investigated what matters. These research approaches fell short of proving a causal association. A cross-sectional survey was employed by Kagumu (2018), in contrast to the descriptive designs utilized by Ochola (2016) and Kamande and Orwa (2015). The results will also not be applicable in Meru County because of the differences in strategy, funding sources, and revenue distribution compared to Murang'a, Kiambu, and Mombasa. Even more concerning is the absence of proof that the factors influencing the implementation of plans also influenced the services rendered by county administrations. This study mainly aimed to examine the services offered by the Meru County Government and the factors that impacted the implementation of the strategy.

1.3 Purpose of the Study

The purpose of this research was to determine the effect of County Integrated Development Plan implementation determinants on service delivery in Meru County, Kenya.

1.4 Specific Objectives

The study specific objectives was;

- i. To determine the effects of top management support on the performance of Meru County Government, Kenya
- ii. To establish the effects of organizational structure on the performance of Meru County Government, Kenya
- iii. To examine the effects of functional strategies on the performance of Meru County Government, Kenya
- iv. To investigate the effects of resource allocation on the performance of Meru County Government, Kenya

1.5 Research Questions

The research questions that the study sought to answer are:

- i. What was the effect of top management support on service delivery in Meru County, Kenya?
- ii. How did organizational culture affect service delivery in Meru County, Kenya?
- iii. What was the effect of functional strategies on service delivery in Meru County, Kenya?
- iv. To what extent did resource allocation affect service delivery in Meru County, Kenya?

1.6 Significance of the Study

One of the most significant discoveries made by this research was the impact that the elements that regulate the execution of the County Integrated Development Plan have on the delivery of services in Meru County, which is located in Kenya. According to the findings of a survey that was carried out by Infotrak in the year 2022, it was discovered that 41.2% of the residents in Meru County were satisfied with the service that they

received. A comprehensive examination of the effects of CIDP implementation components on service delivery has the potential to bring about significant changes in both policy and practice. The findings of this study were extremely beneficial to the government of Tharaka Nithi County, as well as to other county governments in Kenya, the Kenyan Ministry of Devolution, and the Kenyan Council of Governors.

The results can be used by these groups to support better laws and increase the ability of the county governments to carry out the CIDP plan and provide services. In order to evaluate the development and execution of CIDP in county governments and to guide policymaking, this study's results were used. The public benefited as a result of the successful incorporation of CIDP into county administrations.

Officials at the county level and members of civil society, such as funders, NGOs, and diplomatic missions abroad, can learn a great deal from the study's conclusions. The study examined the impact of the selected variables on service delivery in the counties and how they relate to the implementation of CIDP. Improving the ability of county administrations to carry out programs efficiently was the goal of these interventions.

Researchers and academics alike stand to benefit from the study's findings. A great deal of theoretical and empirical work was first devoted to the project. This study set out to investigate how various facets of CIDP implementation affect counties' ability to provide services. The data was used by researchers for academic purposes, scholarly work, and to better understand the effects of design implementation on service delivery. Also, by providing well-researched suggestions for plan implementation and service delivery, the study provided substantial information for future researchers.

1.7 Scope of the Study

The purpose of this research was to examine how CIDP affected the provision of services in Meru County, Kenya. As far as the research could tell, the only factors impacting

CIPD adoption and service quality were functional strategy, leadership style, organizational culture, and staff competencies. A questionnaire was sent out to all employees in Meru County, Kenya, as the main tool for data gathering in the study. The study was conducted from 2018 to 2022 as part of the county's comprehensive plan.

1.8 Limitations of the Study

Researchers in Meru County, Kenya, set out to gather data in order to study how CIDP affected service delivery. The most significant of the study's many flaws is that it cannot be used to draw broader conclusions about the population. The study only covers Meru County, Kenya, and its limitations prevent it from being applied to other counties in the country. Although Tharaka Nithi was the chosen county for the study, the findings are applicable to other rural counties that share comparable traits. The study also relied on a questionnaire to gather data, but some participants were still wary about giving their information because they were worried about how it would be used. By making it clear in the research authorization and introduction statement that the study was carried out only for academic purposes, the endeavor was able to overcome the obstacle. Lastly, because the questionnaires were filled out by individuals, the results are somewhat untrustworthy. To combat this, the study's introductory letter asked participants to be objective and truthful throughout the survey. The objective was to deliver credible results that may greatly impact policies and real-world implementation.

1.9 Delimitation of The Study

In this study, we looked at how Meru County's CIDP was put into action and how services were provided. Every additional county and area has been removed. Healthcare, infrastructure, education, and agriculture were the main areas of focus for the study, which was part of Meru County's CIDP. Any services or industries not specifically mentioned did not get a thorough review by the CIDP. According to the present rules and

regulations of Meru County, the research looked at how services were provided and how the County Integrated Development Plan (CIDP) was put into action. It was clear that legislative discrepancies among areas or even the country had not been adequately addressed.

1.10 Assumptions of The Study

This study was anchored under general assumptions that;

- i. The existing infrastructure in Meru County, including transportation, communication, and utilities, was adequate to support the effective implementation and delivery of services as outlined in the CIDP.
- ii. The study assumes that the data obtained from government reports, official documents, and interviews was accurate and reflective of the actual conditions on the ground regarding CIDP implementation and service delivery.
- iii. The relevant legal and regulatory frameworks governing county development planning and implementation was adhered to by Meru County Government.
- iv. The study assumes that communities within Meru County actively participate in the planning, implementation, and evaluation processes of the CIDP, reflecting a bottom-up approach to development.

1.11 Operational Definition of Key Terms

- Determinants:** These was factors that characterize the nature of something or influence the outcome, such as the execution of strategies.
- Functional strategies:** These was specific, action-oriented plans and approaches employed by individual departments or functional areas within an organization.
- Organization structure:** This pertains to the internal operations of an organization, including task distribution, coordination, and supervision to achieve the company's objectives. The structure dictates how powers, roles, and responsibilities was assigned, controlled, and coordinated in an organization.
- Resource allocation:** This was the adherence to an allocation policy to ensure the sufficiency, availability, and timely distribution of resources in County Governments.
- Service delivery:** This was the process and mechanism through which an organization provides and fulfills its intended services to its customers, clients, or stakeholders.
- Top management support:** This describes the degree to which senior management in an organization offers leadership by promptly providing the necessary resources to achieve established objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the literature review is presented, which includes the conceptual framework, the empirical review, and the theoretical review.

2.2 Theoretical review

Here we'll go over the main theories that back up carrying out the plan and providing the service. Strategic fit, the resource-based view, and contingency theory were the three pillars upon which the research rested.

2.2.1 Strategic Fit Theory

According to Haghshenas and Davidson (2017), the idea of strategic fit was first put out by Venkatraman in 1989. This view holds that, instead of using a cookie-cutter approach, strategic management should be tailored to each company's specific requirements. According to Mfene (2019), consideration of the organization's culture, environment, and nature should be a top priority while applying management techniques. Coordination of internal and external elements within the company's environment was necessary to ensure the efficacy of a plan from this standpoint.

The term "strategic fit" describes how well an organization's resources complement potential outside prospects. Since the strategy's original intent was to put the firm's resources and capabilities to use, it's safe to presume that they do. If you want to know how a company's present strategic position and the results of division divestitures, mergers, and acquisitions could play out, the strategic fit approach is a good place to start. Nengwekhulu (2019) asserts that this method improves the efficiency of integrated development plans by incorporating both the internal and external surroundings of

counties. Included in these considerations are their objectives, leadership style, structure, resources, and skills. Additionally, it considers development planning as a complicated and dynamic process that calls for ongoing adjustments to keep consistency. The research theory for this study was selected because of its applicability to evaluating county government's integrated development plans in complex and dynamic contexts, thanks to its focus on emergent strategic planning processes.

For strategy to be developed and put into action, it was essential that organizational capabilities be in sync with strategic objectives. To put it another way, it let businesses incorporate environmental scanning data into their mission and vision statements. Doing so guarantees that these claims are compatible with the findings of the environmental research. According to De Araújo (2015), efforts to enhance performance and service should not be limited to simply integrating and coordinating strategies. In fact, it's crucial if the business wants to get an edge over its rivals.

According to Gutman and Miaoulis (2017), the accessibility and utility of human abilities and resources in strategy development are the most important factors in determining strategic fit. Since the available resources were inadequate and did not align with the strategic objectives, difficulties surfaced throughout the planning process. Regardless of the internal and external factors that are taken into account, the availability of appropriate resources is crucial for carrying out a plan, according to the theory. According to Prajogo (2016), these characteristics are utilized to determine the extent to which senior executives support a plan, which in turn helps with its successful implementation.

To influence service supply, it is necessary to coordinate strategies, and strategic fit provides a framework for doing just that. In order to achieve the set goals, Shankar and Shepherd (2019) state that it is crucial to closely monitor the whole strategic planning process. Strategic planning strategies had to be in sync with the organization and its

environment if they were to improve performance and service delivery. Cruz and Haugan (2019) state that while material, technical, and financial assets are easier to copy, organizational and human resources are far more difficult. These assets are what give a business its competitive advantage. The Resource-Based View (RBV) posits that a company's unique qualities and procedures can provide a long-term edge over the competition. Resources need to be valuable, scarce, unique, and resistant to duplication if they are to maintain a competitive advantage.

2.2.2 Resource-Based View (RBV) Theory

In 1984, Wernerfelt was the first person to propose what is now known as the Resource-Based View (RBV). The findings of research conducted by Chandler (1972) and Williamson (1975) add validity to the notion that the resources of a firm have a significant impact on the performance of the company. According to Cooke et al. (2005), the RBV hypothesis suggests that businesses can gain a competitive advantage over their competitors if they devote their efforts to the development of distinctive resources that their competitors do not possess. According to Marvel et al. (2013), having this knowledge to hand is necessary in order to comprehend how businesses may generate and make use of these one-of-a-kind assets inside their operations. According to Ganley (2010), a company cannot continue to exist if it does not appropriately allocate its organizational resources, which are essential to the achievement of the company's goals. Despite the fact that there may be difficulties associated with the distribution of resources, it is unquestionably possible to acquire the resources that are required via consistent and unwavering application of effort. Resources that contribute to the success of a corporation include financial assets, technological know-how, human talent, and organizational structures. Other resources include organizational structures.

The Resource-Based View (RBV), according to Wernerfelt (2004), places a premium on an organization's in-house competencies when planning for the long-term success in a certain market or industry. Looking at businesses as collections of resources and skills—essential for differentiating oneself from competitors—it's easy to see how a company's internal resources determine how it competes. All of an organization's assets, whether physical and immaterial, are considered resources (Maxwell & Joseph, 2013). According to the notion, a company's tactics are shaped by its resource allocation. The strategy-making process can be better understood with an understanding of resource allocation. Resources that are non-transferable, valuable, firm-specific, and resistant to imitation are the ingredients for a durable competitive advantage, according to RBV.

The Resource-Based View (RBV) was thought to be the right framework for this investigation because of the profound impact that the allocation of monetary, intellectual, material, and human resources has on the execution of strategy. In addition, by investing in their human capital via proper training and development, Kenyan county governments have gained a competitive advantage and enhanced their overall performance (Omolo, 2022). Service delivery, project completion time, and overall progress in Kenya's county governments are all significantly affected by how these funds are distributed.

2.2.3 Contingency Theory

The current body of literature made it quite clear that no one leadership style or method could be applied to every company. Rather, in order to get the best possible results, effective leadership and management of the business were situationally dependent. The term "contingent leadership" describes an approach to management in which leaders adapt their methods to fit different situations and find creative solutions to problems (McAdam et al., 2019).

A corporation's leadership style was a major factor in determining its strategy. Leaders with vision were masters at coming up with new approaches. In addition, these leaders are largely responsible for the success or failure of these programs and the quality of the services provided (Cheng, 2020). This idea is pertinent to our study since it affects the management structure of organizations, which in turn affects how strategies are created and put into action. The complex relationship between the chosen strategy and the organizational structure was eloquently addressed by Cheng (2020).

Additionally, the quality of an organization's output was intricately tied to its management practices. Financial management, for example, varies across organizations, and the optimization of financial resources for the delivery of high-quality services depended on the specific management style in place. The selection and absorption of human resources was influenced by the distinctive preferences and descriptions of various organizations, while the choice of communication methods was greatly shaped by the prevailing leadership and management styles within these organizations, as well as the specific context (Abba et al., 2018).

In a broader context, the effective implementation of strategies was subject to numerous internal and situational factors within an organization, ultimately impacting the overall quality of services received by customers. Nevertheless, it was essential to acknowledge that while this theory offers valuable insights, it has its limitations. Notably, it does not guarantee that having a strong leader automatically led to followers emulating their lead. Therefore, there was a need to consider alternative theories that address other aspects of management, particularly those related to change, which played a crucial role during the implementation phase of strategies (Cheng, 2020).

2.2.4 Servqual Model

Parasuraman et al. (1991) developed Servqual as a way to evaluate the quality of service. It helps businesses with providing management by analyzing user experiences through questionnaires and surveys. This method helped businesses find areas where they might improve their service and gave them a numerical value for customer satisfaction and expectations. Servqual was a questionnaire-based tool for evaluating service quality; each issue was assessed using paired statements. Using a Likert scale that included numbers from 1 to 7, customers rated their expectations and overall perceptions. Data was subsequently examined for inconsistencies between the two. For every metric, we found the gap score by taking the average expectation score and dividing it by the average perception score. When the gap score is positive, it means that there is room for improvement because the consumers' viewpoints did not match their objectives. With Servqual's assistance, businesses were able to better comprehend and fulfill customer expectations, leading to happier and more satisfied customers. The cited work is by Pena et al. (2013).

In order to assess and enhance service quality, the Servqual model was utilized. The ten components were as follows: tangibles, which refer to the physical features of the service environment; dependability, which refers to the accuracy and consistency of the service delivery; responsiveness, which refers to the promptness with which client expectations are met; and communications, which refers to the effectiveness of the communication between consumers and service providers. All of these factors helped with gauging the service's quality, making sure it lived up to clients' expectations, and enhancing their experience overall. Research conducted by Zeithaml and Parasuraman formed the basis of the model. A service provider's credibility can be defined as the extent to which their reliability, honesty, and trustworthiness are perceived. This encompasses traits like

knowledge, comprehension, and ethical behavior. When it comes to customer service, security is the component that prioritizes the protection of customers above all else. Their physical safety, personal details, and financial data had to be safeguarded. The term "competence" refers to the combination of a service provider's knowledge, abilities, and capabilities needed to carry out their duties effectively. According to Hirmukhe (2012), courtesy is the degree to which service providers are polite, attentive, and kind towards their clients, leading to a good and enjoyable customer experience.

The Servqual Model evaluated service providers' comprehension of client needs, criteria, and preferences, as well as their capacity to adjust their offers accordingly. The assessment evaluated the level of accessibility to services, taking into account characteristics such as user-friendliness and lack of barriers. It is important for firms to comprehend the preferences of their clients by recognizing five potential discrepancies between the service they offer and the needs of their clients. A gap arises when a corporation fails to adequately interact with clients owing to a lack of awareness of their demands. In order to prevent the erroneous integration of the concept, companies should ensure that their quality policy and rules are in line with the expectations of their customers (Zeithaml, 2002). When a business delivers a service that does not meet the customer's expectations, it exemplifies a gap. This outcome can also be attributed to poor implementation. Consumers' misunderstandings regarding a company's marketing communication have resulted in impractical expectations among consumers. In addition, the group occasionally participated in debates and provided services that were outside the scope of their true expertise. Customers get unsatisfied when there is a significant disparity between their expectations and the level of service they actually receive. Ultimately, this led to the most significant transformation in how individuals viewed quality (Wang et al., 2015).

For the purpose of determining the quality of customer service, Servqual was used. It helped to differentiate between the perceptions of service and the expectations of the customer. These data had been used to detect issues with the quality of service and propose solutions to such issues. When clients was satisfied, it helped a business acquire new customers and keep the ones it already has. Servqual was a technique that measures the level of satisfaction among customers. Through the process of comparing the expectations and perspectives of customers across all five dimensions, companies was able to ascertain the degree to which their services successfully satisfy the requirements of their customers. In order to identify areas in which they made improvements, service providers might utilize Servqual. Organizations had the ability to focus on improving customer perceptions on the basis of an evaluation of the disparities that exist between expectations and perceptions in each distinct category. This supported initiatives for continuous development and service innovation. Servqual could evaluate the level of service provided by businesses in the same sector. By assessing and contrasting client perceptions and expectations, organizations could ascertain their competitive position, strengths, and shortcomings (Shi & Shang, 2020).

Servqual was a tool used to assess and improve service quality by identifying areas for improvement and prioritizing efforts. It helped organizations identify training gaps and enhance customer service and staff abilities. Servqual also helped organizations evaluate recovery procedures during service outages by comparing consumer opinions before and after the outage. Businesses might determine where they need to make improvements and where to focus their efforts by assessing the difference between expectations and perceptions. Implementing Servqual led to long-term improved business performance and increased customer satisfaction. The framework could be used with Question Pro as a survey platform to provide valuable insights. (AlOmari, 2021). The robust capabilities

and customizable survey templates of Question Pro made it simple to employ the Servqual dimensions. Businesses uncovered service gaps, swiftly gathered and evaluated customer expectations and opinions, and made data-driven decisions to raise service quality by using Question Pro. When combined, they were a potent force for businesses hoping to achieve long-term success and provide excellent client experiences (Zeithaml, 2002).

2.3 Empirical Literature Review

This section focused on literature review of empirical studies examining the effect of County Integrated Development Plan implementation determinants on service delivery in Meru County, Kenya.

2.3.1 Top Management Support and Service Delivery

Jitpaiboon and Kalaian (2015) conducted an investigation into the effectiveness of various information systems (IS) in the United States, focusing on the performance of various industries and organizations. The investigation was conducted with the backing of top-level management. A hierarchical strategy and a descriptive survey technique were utilized in the process of conducting the survey that was administered to three thousand executives in the C-suite. According to the data, the degree of assistance that we obtained from high-ranking executives had a moderate impact on the total performance that we achieved. The absence of collaboration between senior management and supporting workers in the administration of organizational affairs is the most significant finding that emerged from the study. The findings highlighted the significant role that implementers play as major decision-makers in these endeavors, as well as the high level of expenditure that is necessary for activities that are associated with information systems. According to the findings of the study, workers who take part in Workplace Assistance Programs (WAS) are more likely to not only devote more time and effort to their jobs, but also to

make use of the resources that are available within the company. In light of this, the significance of WAS in the operations of businesses is highlighted. The need of securing consent from high-level officials was underlined extensively throughout the study as a means of efficiently carrying out such activities. For the purpose of discovering trends in the data, the study utilized a descriptive survey methodology, which is not the most effective approach. A research methodology known as explanatory research was utilized for this particular investigation. On account of the fact that different research approaches impose different constraints on the results, it is not possible to directly transfer the conclusions of the study that Jitpaiboon and Kalaian did to the inquiry that is currently being conducted.

In their study, Alshourah et al. (2022) examined the correlation between executive support and creativity in Jordan. This analysis focused on a total of 210 unique firm models. The findings and final reflections The study discovered that endorsement from top-level executives has a substantial influence on the innovation of manufacturing products and processes. Additionally, the study emphasized the significance of executive backing for IT companies in promoting organizational synergy, which has an effect on both process and product innovation. The findings of this research are limited to Jordan and cannot be universally applied to Kenya because of disparities in macroeconomic factors and corporate regulatory frameworks between the two nations. The primary focus of this study was to measure the impact of creative support as the dependent variable, rather than evaluating service delivery.

Researchers Fareed et al. (2023) looked at how transformative governance affected the success of Pakistani businesses and how top-down assistance affected that relationship. Using a descriptive survey methodology, 125 project managers were determined as the target population for the study. Governance has a little effect on business results, as their

study shows. The project's outcome was much enhanced by the impartial assessment of the backing from upper management. However, taking a broader view of the situation revealed that it had an unforeseen detrimental impact on the overall functioning of the business. The results of this study might not apply to Kenya because of the vast disparities between the two countries' political systems, economies, and business environments. The study's focus on for-profit firms makes it unlikely that its conclusions will be applicable to the public sector.

John and Eke (2020) investigated the amount of support top management gives for crisis management strategy planning in Egypt. 881 managers from the UNRWA Gaza Strip were a part of the study. The researchers used a descriptive survey approach and found that while upper-level support made HR strategic planning easier to implement, financial aid was not part of the package. According to the study's findings, businesses' pre- and post-crisis risk management practices have certain gaps, with crisis management being mostly implemented during actual crises. It should be noted, though, that they were only able to make indirect correlations between factors due to the descriptive survey design they used. In addition, unlike debates about service delivery, this one uses crisis management as its dependent variable.

Leadership and management support's effect on Kenyan firms' performance was studied by Karungani and Ochiri (2017). A total of eighty-seven employees working in Nairobi County were the subjects of their quantitative study. Their research showed that backing from upper management has a major impact on how well businesses do. Furthermore, it highlighted the roles and duties of senior management, such as formulating policies, outlining the company's vision and objectives, ensuring that employees are working toward these goals, providing direction, and guiding the ship in the right path. It should

be mentioned that this study only looked at the private sector in Kenya, hence its results may not apply to state institutions' service performance.

2.3.2 Organizational Structure and Service Delivery

The Iranian scholars Hosseinpour and Tabari (2016) investigated the relationship between the structure of a corporation and the outcome of its operations. The results of this study investigated the ways in which formalization, organizational complexity, and centralization influenced the outcomes of company operations. The staff of the emergency department was represented by one hundred and fifteen individuals who took part in the event. The purpose of the study was to gain an understanding of the influence that organizational structure has on the performance of a corporation by conducting an investigation into a variety of issues, including methods for debt collection, control mechanisms, organizational chain of command, and centralization. It would appear to be highly improbable that these findings from Iran could be applicable to Kenya due to the fact that the economic conditions and regulatory frameworks that regulate organizational behavior are different in Kenya.

In 2016, Kalay and Lynn conducted a study to examine the correlation between the organizational structure and the ability of Turkish enterprises to innovate. According to a study, highly centralized enterprises experience delays in innovation compared to their planned schedules. This conclusion is based on the responses of 198 senior workers from Turkish companies. Significantly, the study also discovered that formalizing had little impact on organizations' levels of innovation. Because the study primarily focuses on innovation as the dependent variable and does not use county government service performance indicators, and because it only examines Turkey, the findings may not be generalizable to other countries such as Kenya.

Okafor, Kalu, and Ozioma (2017) examined the correlation between the organizational structure and financial performance of multiple Nigerian manufacturing companies. The research conducted was based on a survey and had a total of 468 participants from three distinct firms. The study revealed that the organizational structures of pharmaceutical companies exerted a significant impact on their overall success. The primary aim of this study was to document and analyze the distinct challenges faced by manufacturing enterprises in their efforts to maximize profitability. Enterprises of this nature pursue financial objectives as their utmost priority, in sharp contrast to county administrations that prioritize the provision of services. Due to the wide range of institutional contexts and purposes, making generalizations about the study's findings would be incorrect.

Organizational culture in the Northern Cape (NC) and its effect on strategy implementation performance was the subject of research by Gasela (2022). A total of 38 participants were chosen at random to participate in the study, and their responses were gathered using a semi-structured questionnaire. Eleven executives from three different North Carolina provincial government departments and thirty-two senior managers from public firms made up the group. Regression analysis and document analysis were both used to examine the data. According to the survey, most people think that company culture doesn't matter much when it comes to getting things done. In contrast to the first study, which looked at an organization's overall performance, this one focused solely on service delivery inside Kenya's county government system.

In order to assess the correlation between organizational structure and employee happiness in the Nigerian banking industry, Olajide (2015) utilized a survey approach. Totaling 3,711 persons from various financial institutions participated in the survey. Staff decision-making was found to be more effective in both matrix and network systems. A more natural fit for the free flow of ideas was the network structure, as opposed to the

matrix format, which required staff to be divided into smaller groups and concentrate on technical details. Instead of indices of service supply relevant to local government, this investigation focused on the contentment level of banking professionals in Nigeria. Importantly, this study's dependent variable—employee happiness—was affected by a number of other factors. Never the less, stressing that these arrangements result in maximum happiness on the job is essential.

An investigation into the connection between company structure and performance was carried out in Zimbabwe by Sibindi (2014). Case studies and a survey methodology were the backbone of the research. One hundred fifty people from the national railroads of Zimbabwe were part of the survey. According to the research, the presence of bureaucratic tendencies inside the company's structure reduced the organizational managers' ability to adapt and be efficient. The end result was that this hurt the company's productivity. All of the dimensions, variables, and structural factors were thoroughly examined during the investigation. Command structure, autonomy, formalization, realism, and functionalism were the components. The study's exclusive emphasis was on assessing the efficiency of Zimbabwean government agencies. As a result, you should be careful about extrapolating the results to Kenya. The different operational and economic situations in Kenya and Zimbabwe caused this to happen.

The impact of company culture on public sector service provision in Namibia was the subject of research by Semente and Muronga (2021). The researchers used an organizational culture rating tool to find out what kind of culture is most common in government agencies. According to the results, hierarchical values and practices are the norm in this culture. Furthermore, a survey evaluating customer satisfaction was used to assess the selected public institutions based on the SERVQUAL criteria: responsiveness, reliability, empathy, assurance, tangibles, and service quality. The 106 participants in the

survey were a mix of staff and customers. According to the research, most people were unhappy with the service they received from the chosen company because it was unclear and lacked empathy. Additionally, the study found that the businesses' service delivery capabilities was impacted by their insufficient organizational culture. Because it was carried out in Namibia, this study lacks contextual information.

In 2016, Shabbir conducted research in Nigeria to find out whether there was a connection between a company's structure and employee performance. Six thousand sixty-68 people working for various breweries registered on the Nairobi Securities Exchange (NSE) took part in the survey. A descriptive survey study found that different perspectives on the link between organizational structure and performance were significantly associated with one another. Companies with less formalization showed less hierarchical structures, less well defined internal borders, and more clearly visible outer limits, according to the data. As they were accustomed to new technology, the workers were able to work more efficiently. First and foremost, service provision is the focus of public entities like county governments. But public brewing companies listed on the NSE with a profit motive were the focus of this research. This research would therefore yield irrelevant results for government agencies.

Kariuki (2015) used a cross-sectional survey approach to study the relationship between manufacturing sector performance and organizational structure in Kenya. The African nation of Kenya was the site of a study. Only 94 of the 102 industrial companies polled actually submitted any kind of answer. The study didn't look at the company's bottom line, but it did show that the structure of the corporation affected how effective it was. The study indicated that the observed variations in the client aspect throughout Kenya's manufacturing industry could not be explained by organizational features. It must be emphasized that this survey did not include any other types of businesses; it was limited

to manufacturing companies in Kenya. Keep in mind that these weren't the same performance indicators that public agencies like county governments utilize.

To examine the relationship between banking sector performance and firm structure in Kenya, Omondi, Rotich, Katuse, and Senaji (2017) used a descriptive study technique. Their inquiry encompassed Senaji as well. Forty separate financial institutions were chosen to take part in the research. According to the numbers, there was no obvious relationship between the banking industry's organizational structure and performance. Regardless of changes to the company's structure, innovation level—another critical success factor—remains unchanged. Research shows that companies should prioritize helping their workers become more proficient in strategic general knowledge. Data approaches can be created, shared, and used with this function. Since the present inquiry makes use of different data collection methods, study populations, and analysis strategies, it is possible that the results of this study are not immediately applicable. Unlike commercial banks, whose main goal was to increase profits, county governments operated as non-profit enterprises.

2.3.3 Functional Strategies and Service Delivery

Hambrick and Cannella (1989) argue that aspirations lacking a concrete plan for their attainment hold no substantial value. An organization's capacity to convert its strategic objectives into tangible measures relies on a multitude of factors. There is a widely held belief that the backdrop of the subject is disorganized and that, unlike the scientific process employed in strategy development, the practice of executing plans is more common. An company that is able to efficiently obtain and utilize resources to achieve its operational objectives within a reasonable timeframe is considered to be functioning well. The success of a company depends on its capacity to effectively utilize its resources, which encompass knowledge, human capital, and raw materials (Daft, 2010).

Nevertheless, different enterprises may offer significantly divergent evaluations of a company's performance.

Andrews, Boyne, and Walker (2011) argue that the efficacy of the British government's programs and policies is lacking. Public companies can enhance their performance by aligning their strategic orientation with the execution of their objectives, as demonstrated by the outcomes. In 2015, Langereis conducted a study to examine the influence of strategy on the functioning of the Dutch government. Once the inquiry conclusively revealed the strategic orientations adopted by Dutch towns, there was no room for debate. The communities' ability to effectively organize their activities was shown to be influenced by economic, social-cultural, and ecological resources. Aremu and Oyinloye (2014) conducted an analysis of financial data from Nigeria, an African nation, in order to examine the relationship between strategic management and economic success. The results suggest that strategic management significantly influences a company's production. In a study conducted by Winfred (2016), the focus was on Zimbabwean commercial banks to examine the impact of corporate culture and strategy implementation on the success of these institutions. The results suggest that the combination of strategy and culture had a substantial positive impact on the performance of commercial banks.

Each department at the functional level develops its own strategy to efficiently utilize resources in order to achieve the company's goals and ambitions. According to Adelekan and Majekodunmi (2021), functional strategies in the past have primarily concentrated on certain areas such as finance, marketing, human resources, production, and research and development. Once a functional-level plan was established, each department in the organization effectively worked to achieve their own objectives, regardless of their scale.

In 2022, a study conducted by Orwa, Akuku, Kimutai, and Onyango investigated how functional strategies affect the competitiveness of sugar companies in western Kenya. This research focused on a sugar company located in Western Kenya, with the objective of analyzing the impact of various production and finance strategies on its competitiveness. As part of its cross-sectional research approach, the study surveyed individuals from several sectors of the sugar industry. The study focused on a cohort of 98 elderly persons who were engaged in sugar mills located in western Kenya. The data was gathered by a census that employed a questionnaire. In order to examine the data, we employed SPSS 25, a software that encompasses both descriptive and inferential statistics. The results indicated a robust correlation between the functional strategy and market performance. The new inquiry shifts its attention from competition, which was the dependent variable in the previous study, to service delivery.

Insufficient capital poses a significant barrier for companies in achieving their goals (Kumar & Kumar, 2018). According to Kumar and Kumar (2018), the execution of the plan was impeded due to a lack of comprehension of the procedure, inadequate funding, and a tendency to ignore external environmental concerns. Therefore, it was recommended that senior executives conduct a comprehensive assessment of any external factors that could impact the implementation of the plan, provide managers with the necessary competencies to properly execute the strategy, and ensure adequate financial resources to support it (Khayota, 2015). According to Pasha and Poister (2017), the competitive dynamics of manufacturing and service firms are primarily influenced by three crucial factors: service quality, customer value, and customer pleasure. Osah and Khene (2018) conducted research that highlights the essential traits necessary for achieving success in today's service industries.

The aim of the study conducted by Makokha, Njenga, and Kamau (2018) was to assess the influence of strategic planning on the provision of services for the county administration of Nairobi City, Kenya. A total of 131 persons took part in this survey. The organization consisted of two directors, an accountant, an economist, a supply chain officer, two administrative assistants, and the chief executive officer (CEO). In January 2018, officials were chosen from the thirteen agencies that make up the Nairobi County Government. The major approach for processing and interpreting the data involved utilizing the SPSS software. Scientists utilized both descriptive and inferential statistics. The study discovered that service delivery significantly improved after implementing efficient strategic management tactics. The findings of the study may not be applicable to Tharaka Nithi or any other rural county because the study was conducted in an urban area. Agwu and Onwuegbuzie (2017) conducted a study in Nigeria to investigate the influence of functional level strategy on the achievement of organizational objectives.

A survey was distributed to the primary business divisions of chosen financial institutions in Lagos to evaluate four assumptions established from prior research and theoretical frameworks. The study discovered a substantial correlation between the use of operational level approaches and client satisfaction. Additional evidence indicating that the application of functional strategy had a major impact on the organization's growth was also discovered. The study primarily concentrated on private financial institutions in Nigeria, as opposed to public ones.

2.3.4 Resource Allocation and Service Delivery

What follows is an analysis of how well American businesses fared when faced with resource inequality by Gupta, Briscoe, and Hambrick (2018). The study's investigators looked at 96 pre-existing groupings. The impact of resource allocation on company success was the main aim of their cross-sectional survey research. Returns on assets

(ROA) were higher for companies with diverse workforces as opposed to those without, according to the study. The fact that resources are being used more efficiently is one possible explanation. Capital intensity and company performance were not found to be significantly related in the investigation. Because the research took place in a sophisticated country like the US, it should be noted that Kenya was not the primary emphasis.

In order to determine how different distributions of school resources affected pupils' academic achievement, Jimoh and Mbaba (2020) studied twelve schools in Nigeria. Using a descriptive survey approach, the researchers discovered that the distribution of funding significantly affected the functioning of these organizations. Research in Nigeria has shown that top-level administrators' spending habits have a significant impact on the efficiency of government agencies. The evaluation of college performance and distribution of funds were the exclusive foci of this study, with the exception of measurements pertaining to county governments.

The impact of resource allocation on the efficiency and productivity of Sonny Sugar Company Limited in Kenya was investigated by Omollo, Ngacho, and Yambo (2017). Using a descriptive study design, the evaluation was conducted. All 994 employees were the focus of the investigation. According to the results of the inquiry, Sonny Sugar Company's performance was greatly affected by the way resources were allocated. Optimizing the deployment of different resources can also boost the company's performance. To guarantee the successful implementation of strategic goals, it was determined that a change to the method for allocating resources was necessary. The group found it much easier to put its plans into action after the state passed a law that suited their needs. But the for-profit Sonny Sugar Company limited, not the county governments whose job it is to help their citizens, was behind the study.

Lemarleni, Ochieng, Gakobo, and Mwaura (2017) investigated the Kenyan Nairobi County Police Service's strategy implementation and funding allocation in great detail. The descriptive research study drew 56 senior police officers from 13 separate departments. The results showed that too many bureaucratic procedures were the main cause of inefficient methods of allocating resources and, as a result, of insufficient service delivery. As a direct result of poorly executed policies caused by a lack of funding, the police force's reform effort was hampered by subpar service delivery. The evaluation also found that one of the main reasons the plan didn't work was because employees weren't given enough responsibility. To be clear, plan implementation is the main variable of interest; the metrics used to evaluate the efficiency of county governments' service delivery were separate. Unlike Kenya's county governments, the Kenya Police Service has its own distinct mission and set of responsibilities.

Munyoki and Moronge conducted a cross-sectional survey in 2019 to evaluate the efficacy and efficiency of Kenya's procurement system. Their inquiry covered a total of 144 state bodies. The results suggested that there was inadequate backing for the public financial sector. The study revealed that the allocation of resources, rather than just the availability of resources, had a significant influence on procurement performance. The study revealed that enhancing performance was primarily accomplished through the proficient utilization. Due to its exclusive focus on procurement performance, the study is not applicable for evaluating other forms of service delivery by county governments. This can be attributed to various reasons, such as changes in institutional structures and the units used for analysis and observation.

2.4 Conceptual Framework

The purpose of this study was to investigate the ways in which various factors influenced the delivery of services during the process of implementing the County Integrated Development Plan. As an example, the research was conducted in Meru County, Ethiopia. In the course of the research, a great number of independent variables were investigated. These variables included the support of upper management, the organizational structure, the functional strategy, and the distribution of resources. The delivery of services served as the dependent variable that was the primary focus of the research. The relationship between the independent factors, which include top-down support, organizational structure, functional strategies, and resource allocation, and the dependent variable, which is service delivery, is illustrated in Figure 1.

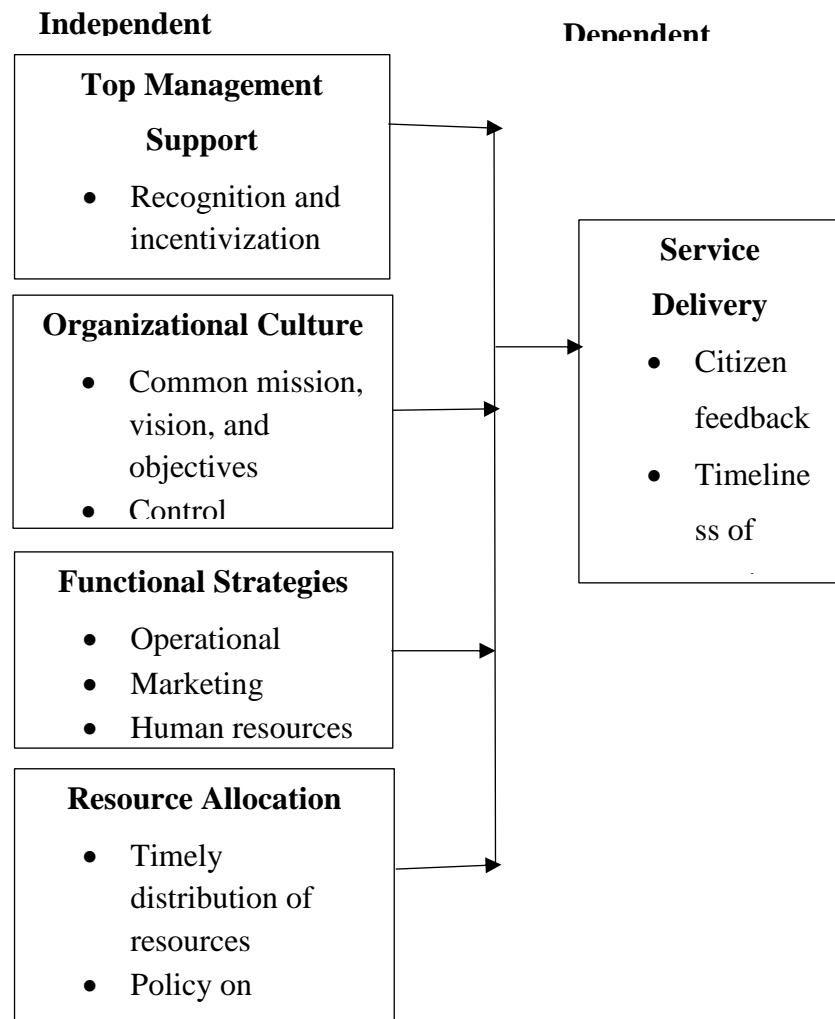


Figure 1: Conceptual Framework

Source: Researcher (2024)

2.5 Recap of Literature Review

Numerous studies have been conducted to investigate the ways in which factors such as support from upper management, organizational structure, functional strategy, and resource allocation all have an impact on service delivery. But on the other hand, the units of observation and analysis that were utilized in these research were different from country to country. Because of this, it is possible that the findings may not have a wide range of relevance to the current investigation.

Table 1: Summary of Research Gaps

Author	Study	Study findings	Research gaps	Focus of the Current Study
Jitpaiboon and Kalaian (2015)	Top management backing influences the performance of Information Systems (IS) in companies within the United States. The research employed a descriptive research design.	Top management support had a moderate influence on the performance of Information Systems (IS).	The present research employed a descriptive survey design, while the ongoing study will utilize a distinct research design. It was important to note that various research designs come with specific limitations, and as such, the findings from one study cannot be universally applied to the other.	The study will adopt an explanatory research design
John and Eke (2020)	Top management support and strategy	The top management support was found to avail the required	This study did not demonstrate the impact of performance by reward and	In this research, Top management support will be assessed

	planning in Egypt	HR to ensure sustainable planning however there was no financial support provided	recognition, leadership style, and employee involvement. Consequently, these findings cannot be applied universally to the present study, as these factors was critical indicators of top management support.	through criteria such as reward and recognition, leadership style, timely allocation of resources, and employee involvement.
Mwangi and Waithaka (2018)	The influence of institution culture on Service delivery in public universities in Kenya	Institution culture significantly influences service delivery	The focus of this study was on public universities in Kenya, distinguishing it from county governments. Consequently, the results cannot be broadly applied to the present study.	This study will be conducted in the County government of Meru

Iqbal, Long, Fei and Bukhari (2015)	The impact of transformational governance on company performance, considering top management support as the moderating factor in Pakistan.	Endorsement from senior management exhibited a noteworthy adverse effect on organizational performance.	This research was carried out within profit-making organizations, and therefore, its results may not be applicable to the public sector.	The Current study will be conducted in the County government of Meru.
Agwu and Onwuegbuzie (2017)	Assessed the role played by functional level strategy in facilitating the attainment of organisational objectives	The results of the study indicate a significant correlation between functional level strategies and customer happiness.	This study was undertaken in Nigeria and was focused on private financial institutions not on a public entity.	Current study to be undertaken in a public entity
Hosseinpour and Tabari (2016)	Organization culture and firm performance in Iran	The results of the study indicated a substantial and favorable impact of organizational structure on organizational performance.	This study failed to cover the influence of these indicator on performance hence the results was not generalizable	The elements representing organizational structure in this study will included shared mission, vision and goals, procedures, control

				mechanisms, the chain of command, and centralization.
Lemarleni et al., (2017)	Distribution of resources and execution of strategies in the Nairobi County branch of the Kenya Police Service.	Inadequate resource allocation practices lead to the improper implementation of services.	However, the dependent variable, which focuses on the implementation of strategies, differs from the service delivery of County governments. Additionally, the goals and objectives of the Kenya Police Service vary from those of the County governments in Kenya.	The dependent variable in this study will be service delivery of the County government of Meru

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section encompassed the description of the procedures employed in selecting participants, gathering, and analyzing data. Specifically, the chapter outlined the research techniques, target population, the sample size for the study, the sampling method, the research instrument, pilot study details, and the procedures for collecting and analyzing data, along with ethical considerations.

3.2 Research Design

In order to address the research phenomena, researchers use a comprehensive research design, according to Tashakori, Johnson, and Teddlie (2020). It served as the primary resource for gathering, evaluating, and measuring all the necessary data. The researchers in this study used an explanatory research strategy to determine what factors influence the relationship between the variables and to find correlations. The goal of an explanatory research design is to show how the characteristics or variables under examination are related to one another.

Tashakkori et al. (2020) states that researchers can use an explanatory research technique to better evaluate how changing dynamics affect different processes or establish standards. By elucidating the preexisting connections between the items or variables under investigation, this method proved useful for evaluating and analyzing particular problems or obstacles. Finding out which factors (including organizational structure, functional strategies, top-down support, and resource allocation) affect service delivery variables was the goal of this explanatory study.

3.3 Target Population

Although the study had a limited number of participants, the authors intended to make general inferences. Panday and Pandey (2021) define a population as a collection of things or individuals that possess distinct defining characteristics. This research mostly focused on the Meru County Government. The Meru County Government received a notable accolade for the fiscal year 2022–2023. A total of 121 persons from 10 divisions of the Meru County Government completed the survey. This division is responsible for managing issues related to water, sanitation, and environmental energy. The agricultural, livestock, and fishing sectors are also affected. This department encompasses decentralization, administration, and public service. The scope of this initiative encompasses youth initiatives, education, and social support. Digital governance encompasses the utilization of information and communication technology. Transportation and highways are encompassed in this. Additionally, it encompasses the development of infrastructure, real estate, urban revitalization, commerce, and industrial growth. The study included 161 participants, all of whom were employed by one of the ten departments that make up the Meru County Government.

Table 2: Target Population

Departments	Target Population
Agriculture, Fisheries and Livestock Development	11
Devolution, Public Service and Administration	12
Education, Youth and Social Services	16
Environment, Energy, Water and sanitation	18
Finance and Economic Planning	18
Health Services	17
Lands, Urban planning, Urban renewal, Housing and Building Services	22
Information Communication Technology & e- Government	21
Roads and Transport	17
Trade and Industrialization	9
Total	161

3.4 Sample procedure and Sample Size

Data was collected from a subset, or sample, of the bigger population in order to draw conclusions about the group's overall characteristics. Samples are created by randomly selecting subsets of a larger population. A process that considers confidence levels and margins of error is essential for selecting an adequate sample size (Lakens, 2022). The researchers using Slovin's Formula to determine the optimal sample size, and then they randomly selected participants to represent the population of interest.

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = number of samples (sample size)

N = total population (which in this case was 161)

e = margin of error at 95% confidence level (0.05)

$$n = \frac{161}{1 + 161 \times 0.05^2}$$

$$n = 114$$

A stratified random selection method was employed to choose 114 individuals from the entire population for this inquiry. Creswell (2014) divided the population of interest into smaller subsets, known as "strata," which had similar characteristics to the variables being studied, in order to conduct his research. The eight categories provided the basis for this investigation. In order to ensure that the sample of the study accurately reflected the entire population, stratified random sampling was employed. Additionally, this approach ensured that particular aspects of societal perceptions were not inadequately represented by mitigating bias in the selection of samples. The participants in this study were selected using a proportional sampling technique for each department. The study's sample was obtained using the methods provided by Russell (2013) and consisted of a composite of samples from multiple strata. We systematically chose an equivalent number of samples from every stratum.

Table 3: Sample Size

Departments	Target Population	Sample Size
Agriculture, Fisheries and Livestock Development	11	8
Devolution, Public Service and Administration	12	8
Education, Youth and Social Services	16	11
Environment Energy Water and sanitation	18	13
Finance and Economic Planning	18	13
Health Services	17	12
Lands, Urban planning, Urban renewal, Housing and building services	22	16
Information Communication Technology & e-Government	21	15
Roads and Transport	17	12
Trade and Industrialization	9	6
Total	161	114

Source: Researcher (2024)

3.5 Data Collection Instruments

Through the course of this inquiry, both primary and secondary sources were utilized. According to Kothari (2012), the term "primary" data refers to the data that has not been processed and is collected directly from the field. According to Bryman and Cramer (2012), in the context of data collection, secondary data refers to information that is gathered by an external source rather than by the user themselves. The yearly reports of the County Public Service Board and the Commission on Revenue Allocation, both of which are components of the Meru County Government, are examples of the sources that were utilized for the secondary data that was utilized in this study.

For the purpose of gathering primary data, the study utilized a questionnaire. According to Sahu (2013), the questionnaire was utilized extensively for the purpose of data collection due to its user-friendliness, effectiveness, and low cost. Additionally, this

method of data collection made it possible for a huge number of educated individuals to speedily compile their information. The inquiry was conducted using a questionnaire that consisted of six components, including both structured and unstructured sections. The participants' pasts were shown to us during the first half of the show. A descriptive investigation was conducted in Sections 2–5 with the purpose of examining the independent factors. In the final section, responses were provided to questions concerning the dependent variable that was being investigated.

3.6 Validity and Reliability of Research Instrument

3.6.1 Pilot Testing

In order to guarantee that the research instrument, and the questionnaire in particular, will be useful in the future, a pilot study was carried out. A short check was also performed to determine whether or not there were any issues with time or resources that may potentially cause the study to be delayed or perhaps come to a halt. The intention of the practice exam was to improve the questions and get rid of any that were not precise enough to be answered correctly. The pre-test group from Embu County was selected at random among the individuals who participated in the research; they constituted ten percent of the overall sample. Embu County was selected as the location for the pilot project because it is comparable to Meru County in terms of its characteristics and the distribution of its resources, which is also comparable to that of Meru County. In accordance with the methodology suggested by Collis and Hussey (2014), it was recommended that ten percent of the total sample be utilized for the purpose of pre-testing.

3.6.2 Validity of the Instrument

Russell (2013) asserts that the crucial aspect of validity is in the precise representation of the researched topic by the obtained results. In order to ensure the accuracy of the next

experiment, researchers employed a methodology that encompassed both content and face validity. Researchers assessed the facial validity of the study by evaluating the potential for the survey questions to be easily misconstrued. Creswell (2014) asserts that conducting pilot research is the most efficacious approach to ensure face validity.

Content validity refers to the degree to which a measurement accurately captures various dimensions of a social concept. Prior to commencing the study, the researcher ensured the robustness of content validity by seeking input from subject matter experts, including the university supervisor. We enhanced the face validity of the questionnaire by incorporating modifications derived from the pilot study's results and ensuring its alignment with the study's aims.

3.6.3 Reliability of the Instrument

Wilson (2010) defines reliability as the capacity of a research instrument to assess the same elements in the same situations in a consistent manner. This is what he means during his discussion of dependability. Following that, an investigation was carried out to make a determination about the dependability of the questionnaire by examining its internal consistency. After applying Cronbach's alpha, which is a measure for internal consistency, we found that the results ranged from 0 to 1. According to Singpurwalla (2013), a Cronbach's alpha value that is greater than 0.8 suggests that the reliability of the instrument is high, whilst a score that falls between 0.6 and 0.7 is deemed to be satisfactory. For the purpose of this experiment, the researcher determined that a Cronbach's alpha of 0.7 demonstrated satisfactory results. After Cronbach's alpha reached a value greater than 0.7, which is a significant indicator of extremely high internal consistency, the research instrument was not altered in any way. When the larger experiment that came after the pilot study was conducted, the results of the pilot study were not immediately employed.

3.7 Data Collecting Procedure

Before starting the research, the researcher received an introductory letter from the postgraduate directorate at Mount Kenya University. The letter explained the data collection protocol. In addition, they contacted the NACOSTI administration and the Meru County Government to obtain the requisite authorization for data collecting. The researcher utilized a drop-and-pick technique to distribute the surveys. The participants were allotted a duration of two weeks to finalize and deliver the questionnaires. We emphasized the importance of participants maintaining honesty throughout the data gathering procedure while still guaranteeing them complete anonymity. To ensure an extra level of safety, we explicitly requested that individuals refrain from revealing their identities on the surveys, in order to maintain the confidentiality of their responses. These measures ensured that the research was conducted with integrity and adhered to all relevant ethical protocols.

3.8 Data Analysis and Presentation

Data analysis is defined by Russell (2013) as the process of cleaning, modifying, and organizing research data using statistical methods in order to gain valuable insights for drawing conclusions or making educated judgments. Differences in quality between the open-ended and closed-ended questions were observed. To showcase the findings of the theme analysis on the qualitative data, a story was crafted. The goal was to find and document any patterns that appeared repeatedly across the data set. The initial stage of quantitative data analysis was data preparation, which involved verifying the equipment. Diagnostic tests, data updates, coding, input, and purification were the next steps. Using SPSS, more especially version 27, developed for the social sciences, we analyzed all the quantitative data thoroughly. To examine numerical data, we used descriptive and inferential statistics. The demographic, independent, and dependent variables' data were

analyzed using descriptive statistics, as suggested by Bhattacharjee (2012). The study made extensive use of statistical tools like means, standard deviations, percentages, and distributions of frequencies.

We analyzed the data statistically to see how the independent variables affected the dependent one. In particular, we made use of inferential statistics like Pearson correlation and multivariate regression. While correlation analysis looks into the relationship between independent variables and the dependent variable, regression analysis measures the amount of correlation.

The regression model was as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby;

Whereby;

Y = service delivery of Meru County Government

X1 = Top management support

X2 = Organizational structure

X3 = functional strategies

X4 = Resource allocation

ε = Error Term

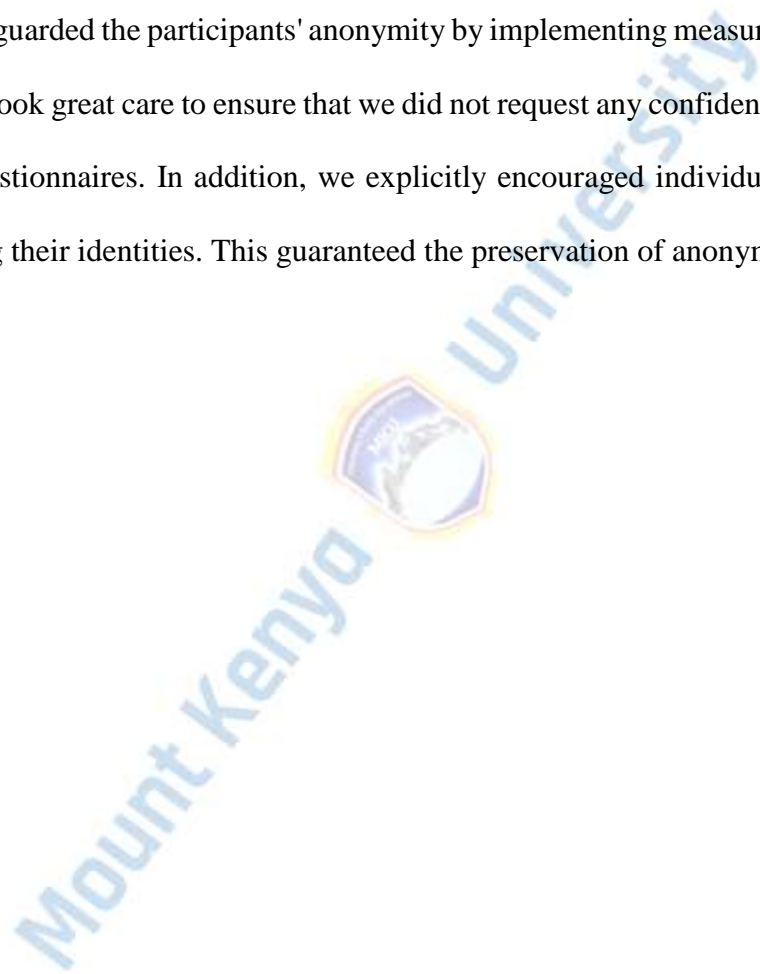
β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta Co-efficient

3.9 Ethical Considerations

The researcher meticulously addressed ethical considerations, which encompass matters of morality and legality, throughout the examination. Accurate referencing of all obtained concepts is crucial in the battle against plagiarism. In order to ensure that the surveys were given to individuals who willingly and eagerly agreed to take part, the

researcher implemented strategies to encourage active involvement. In the event that a participant declined to provide their consent, no one exerted any form of coercion or intimidation to compel their participation in the study. Every party involved in the study had a mutual comprehension of its goals and procedures, and participants were assured that their data would be used solely for scientific purposes. NACOSTI obtained a research license, and Mount Kenya University also filed an introductory letter. The researcher safeguarded the participants' anonymity by implementing measures to obscure their data. We took great care to ensure that we did not request any confidential or private data in the questionnaires. In addition, we explicitly encouraged individuals to refrain from disclosing their identities. This guaranteed the preservation of anonymity.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The purpose of this portion was to focus on the analysis of data, the interpretation of results, and the presenting of study findings. This section was concerned with the objectives and specific purposes of this research. The primary purpose of the research was to evaluate the impact that elements associated with the implementation of the County Integrated Development Plan had on the provision of services in Meru County, which is located in Kenya. This chapter discusses the percentage of people who responded to the survey, as well as demographic information and descriptive statistics. This chapter also discusses inferential statistics, which include correlation and regression analysis, among other statistical methods.

4.2 Response Rate

The research drew 114 participants from several divisions of the Meru County government. With 91 fully returned surveys out of a total of 102, we have a response rate of 79.82%. In order to guarantee effective data analysis and report development, according to Kothari (2009), a response rate of at least 50% is required, with rates surpassing 70% being preferred. Because of the high response rate, the results and recommendations of this study might be believed to be reliable.

4.3 Reliability of the Instrument

According to Wilson (2010), research tools must consistently and accurately assess the same entities and produce comparable results in order to be considered reliable. Cronbach's alpha, a statistical measure of internal consistency, was employed in this study to assess the reliability of the questionnaire. It ranges from 0 to 1 (Singhurwalla, 2013). Reliability can be classified as good when the figures exceed 0.8, while values

ranging from 0.6 to 0.7 are regarded sufficient. The study's author states that a Cronbach's alpha of 0.7 is adequate. The research instrument remained unaltered due to the study's Cronbach's alpha coefficient being 0.7 or higher. It is important to note that the main study did not include the results of the pilot trial.

Table 4: Cronbach's Alpha

Variable	Cronbach's Alpha	Number of items	Interpretation
Top Management Support	0.886	12	Acceptable
Organization Structure	0.878	9	Acceptable
Functional Strategies	0.890	9	Acceptable
Resource Allocation	0.733	12	Acceptable
Service Delivery	0.892	9	Acceptable
Average	0.856		

Source: Researcher (2024)

Results showed that the measure measuring upper-level management's backing had an average Cronbach's alpha of 0.886. Organizational structure (0.878), organizational communication (0.890), resource allocation (0.733), and service delivery (0.892) all have strong Cronbach's alpha coefficients in the Meru County government. With Cronbach's alpha values greater than 0.7, all of the independent and dependent variables were considered to have sufficient reliability.

4.3 Demographic Data

The demographic data of the participants included gender, age group, educational background, years of employment at the county government, and department of work.

4.3.1 Gender of the Participants

For the purpose of gathering demographic information, it was requested of the participants that they specify their gender. As may be seen in Figure 2, the outcomes of their responses are presented.

Please specify your gender

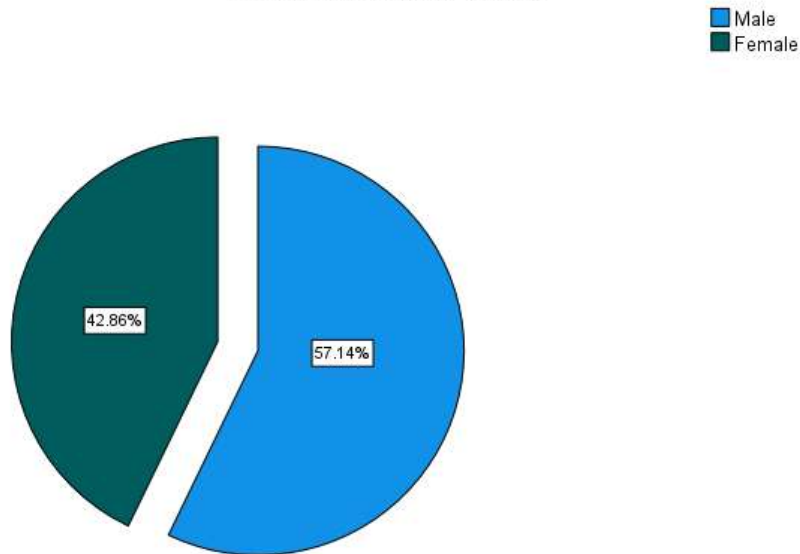


Figure 2: Respondents Gender

Source: Researcher (2024)

According to the data, 42.86% of respondents were female and 57.14% were male, indicating that males constitute the majority of Meru County government employees. However, since no more than two-thirds of the workforce is of the same gender, it shows that the Meru County administration complies with the two-thirds gender rule.

4.3.2 Age of the respondents

Additionally, it was requested of the participants that they indicate their age groupings.

In Figure 3, the results are depicted for your perusal.

Please indicate your age bracket

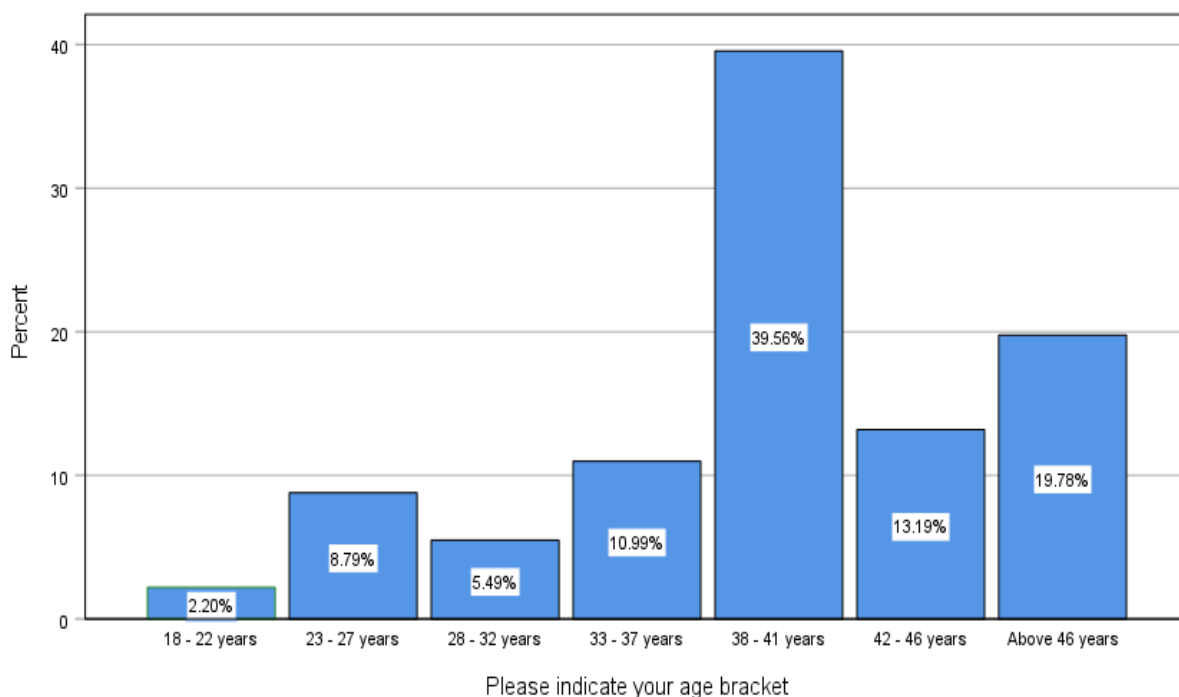


Figure 3: Respondents' Age of the respondents

Source: Research Data (2020)

The age distribution of the participants was as follows: 39.56% were between 38 and 42 years old, 19.78% were 46 and older, 10.99% were between 33 and 37, and 13.19% were between 42 and 46. Additionally, 5.49% were in the 28–32 age range, 8.79% were in the 23–27 bracket, and only 2.20% were in the 18–22 category. The data indicates that 72.53% of respondents were 37 or older, representing a substantial portion of the sample. All participants were of legal voting age, allowing them to contribute insights on the Meru County government's leadership, structure, functional planning, resource allocation, and service delivery.

4.3.3 Duration of work in the county government

The respondents were asked to provide information regarding the length of time they had been employed by the county government. Figure 4 illustrates the findings that were obtained.

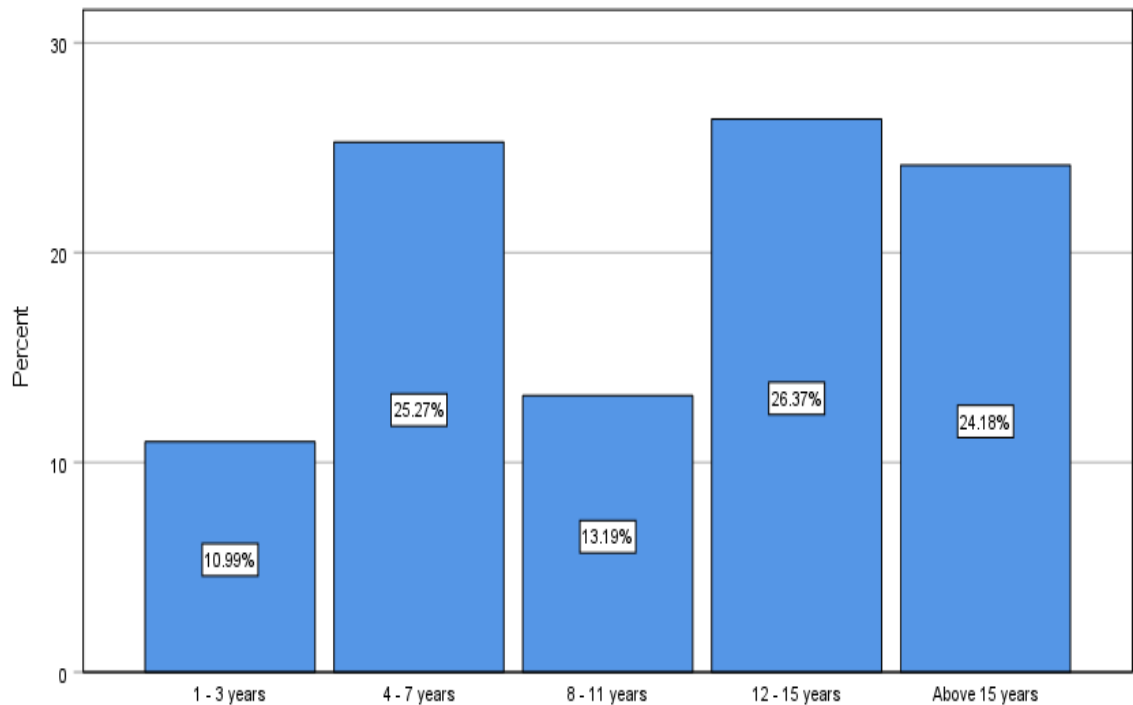


Figure 4: Respondents Work Duration in the County Government

Source: Researcher (2024)

The results indicated that 25.27% of respondents had worked for the county government for four to seven years, 26.37% for twelve to fifteen years, and 24.18% for fifteen years or more. Additionally, 13% had worked for eight to eleven years, and 10% for one to three years. Notably, more than half of the respondents (50.55%) had served for 12 years or more in various roles within the county administration. This suggests that each respondent had ample experience working for the Meru County government, providing valuable insights for the study's objectives.

4.3.4 Participants' Academic Level

In addition to that, it was requested of the responders that they specify their highest academic level. Figure 5 depicts the findings that were obtained.

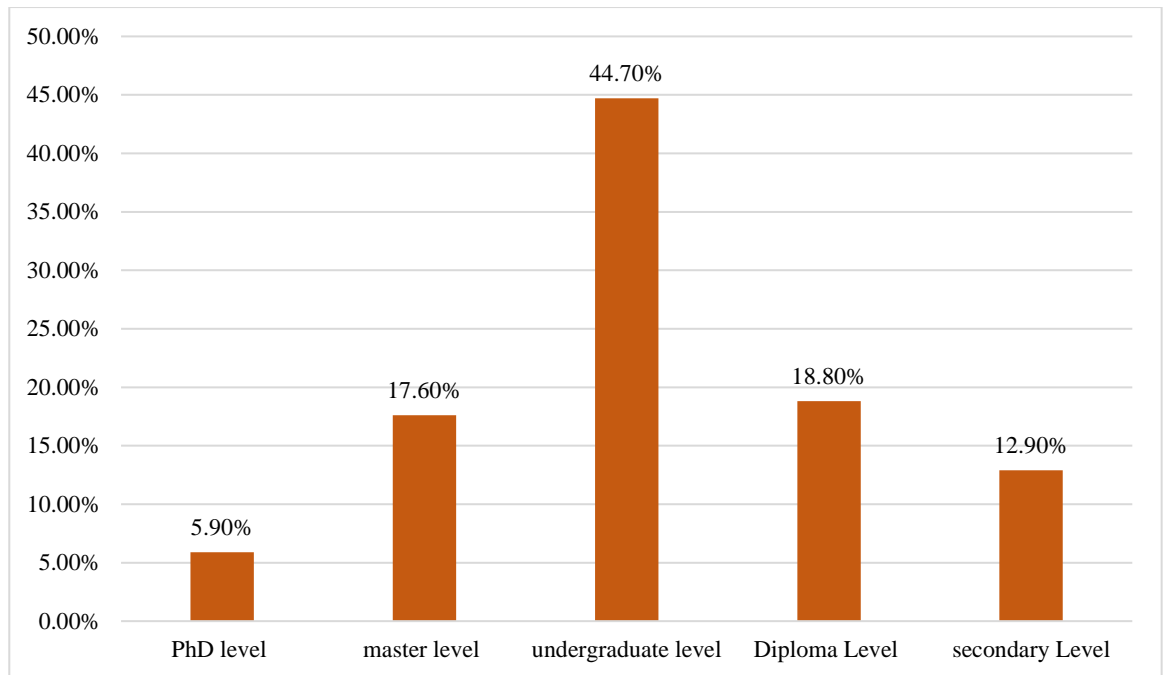


Figure 5: Participants' Academic Level

Source: Researcher (2024)

The results indicated that 44.7% of survey participants held an undergraduate degree as their highest level of education. Additionally, 18.8% had diplomas, 17.6% had master's degrees, 12.9% had secondary certifications, and 5.9% had PhDs. This shows that undergraduates made up the majority of the respondents. Consequently, it is reasonable to conclude that every participant had a solid understanding of the Meru County government's support from upper management, organizational structure, communication, resource allocation, and service delivery.

4.3.5 Respondents' Area of work

As part of the demographic information the respondents were requested to indicate the department of work. The results were shown in Table 5.

Table 5: Respondents' Area of work

	Department	Frequency	Percent
Valid	Agriculture, fisheries and livestock development	5	5.5
	Devolution, public service and administration	10	11.0
	Education, youth and social services	11	12.1
	Environment energy water and sanitation	5	5.5
	Finance and economic planning	19	20.9
	Health services	10	11.0
	Lands, urban planning, housing and building services	8	8.8
	Information communication technology and e-government	11	12.1
	Roads and transport	8	8.8
	Trade and industrialization	4	4.4
	Total	91	100.0

Source: Researcher (2024)

The age distribution of participants was as follows: 39.56% were between 38 and 42 years old, and 19.78% were 46 and older. Additionally, 10.99% were between 33 and 37, and 13.19% were between 42 and 46. Furthermore, 5.49% fell in the 28–32 age range, while 8.79% were in the 23–27 bracket. Unfortunately, only 2.20% were in the 18–22 category. The data reveals that 72.53% of respondents were 37 or older, representing a significant portion of the sample. It's worth noting that all participants were of legal voting age, enabling them to contribute insights on matters related to the leadership,

structure, planning, resource allocation, and service delivery of the Meru County government.

4.4 Descriptive Statistics

Through quantitative analysis, the study produced descriptive statistics that detailed the characteristics of the study variables in relation to the research objective. It also explored the interactions between the variables, focusing particularly on the independent and dependent ones. The findings were straightforward responses to the questions posed by the research tool means, and standard deviations.

4.4.1 Top Management Support and County Government Service Delivery

The research aimed to address the question, "How does senior management support service delivery in the Meru County Government of Kenya?" by analyzing data gathered from the organization. To gauge respondents' agreement with different assertions regarding support from upper management and the delivery of county services, a 5-point Likert scale was employed in the survey. A score of 1 represented strong disagreement at one end of the spectrum, while a score of 5 denoted strong agreement at the other end. The scale also included options for disagreement, uncertainty, and agreement. Table 6 illustrates the findings.

Table 6: Aspects of Top Management Support

Statements	N	Min	Max	Mean	Std. Deviation
The county government provides bonuses to employees	91	1	5	3.80	0.960
The county government provide comprehensive medical cover to staff	91	1	5	3.57	0.884
Job promotion among county government staff depends on their service delivery	91	1	5	1.47	0.877

Our leaders make quick decisions	91	1	5	3.10	0.958
There is always effective communication in our county	91	1	5	2.66	0.743
County government leaders provide necessary support and advice that leads to our success	91	1	5	4.15	0.921
County government funds are released on time	91	1	5	1.44	0.812
County government employees are paid on time	91	1	5	2.37	0.992
County government equipment is procured on time	91	1	3	1.38	0.817
The county government involves staff in decision making process	91	1	3	1.27	0.925
The county government staff receive timely feedback from the county heads	91	1	5	3.60	1.003
The county government provides suggestion boxes for staff to raise complains	91	1	5	3.73	0.717
Valid N (listwise)	91				
Aggregate Mean				2.71	0.884

Source: Researcher (2024)

According to Table 6, the average level of support from upper-level management was 2.71, with a standard deviation of 0.850. This suggests that service delivery within the Meru County administration is moderately influenced by the support received from upper management. Interestingly, our findings contradict those of Jitpaiboon and Kalaian (2015), who found a significant impact of support from top management on company service delivery.

The numbers (M=4.15, SD=0.921) indicate that there is complete consensus among the participants that county government leaders provide the essential guidance and

encouragement for their success. This view is supported by the findings, which indicate that the participants are in complete agreement. When it comes to bonuses, the participants claimed that they had received incentives from the county government, with a mean score of 3.80 and a standard deviation of 0.960. Additionally, with a mean score of 3.57 and a standard deviation of 0.884, the majority of participants stated that they were provided with complete health insurance coverage by the county government.

Providing workers with the necessary guidance and support enhances their motivation and productivity (Khan, Ahmed, & Aslam, 2011). The results indicate that participants generally believe that county leaders offer personnel timely feedback ($M=3.60$, $SD=1.003$). Additionally, employees have avenues to communicate their concerns to the county administration through suggestion boxes ($M=3.73$, $SD=0.717$).

However, respondents expressed indifference when asked if county government leaders make timely decisions ($M=3.10$, $SD=0.958$). Furthermore, they harbored doubts regarding the effectiveness of communication within their county ($M=2.66$, $SD=0.743$).

Research suggests that one way top-level management can enhance staff productivity is by improving communication and expediting decision-making processes (Sharar, Shadi, Raed, & Manna, 2015).

Issues such as paycheck delays significantly impact county government employees, with an average delay of 2.37 days and a standard deviation of 0.992 days. Moreover, participants strongly opposed the notion of the county government hastily purchasing equipment, as reflected by a mean score of 1.38 and a standard deviation of 0.817. They also vehemently disagreed with the assertion that workers are actively involved in decision-making processes ($M=1.27$, $SD=0.925$). Additionally, a clear majority disagreed that service delivery is the primary determinant of career advancement for county government employees (mean=1.47, standard deviation=0.877). Furthermore,

respondents strongly disagreed that the county administration releases funds punctually, with a mean score of 1.44 and a standard deviation of 0.812. Research by Karungani and Ochiri (2017) suggests that poor service delivery stems directly from misallocation of funds.

To further assess the impact of top-down support on service quality in the Meru County Government (MCG), respondents were asked to provide their perspectives. Based on the results, it appears that individuals believe that the level of support and endorsement from county officials significantly influences the quality of services provided by MCG. They perceive policymaking, future visioning, and institutional goal setting as responsibilities of upper management. Moreover, top management is seen as responsible for determining the company's overarching strategy and guiding employees toward organizational goals. Consistent with prior research, our findings indicate that senior management's support in policymaking, vision casting, and goal setting profoundly affects the quality of services offered by organizations (Mwangi and Waithaka, 2018).

4.4.2 Organizational Structure and County Government service delivery

One of the secondary objectives of the research was to examine the influence of the Kenyan government's structure on the quality of services offered by Meru County. In this survey, participants were asked to assess their level of agreement with statements concerning the structure of the Meru County government and the services it delivers. The results are presented in Table 7.

Table 7: Aspects of Organizational Structure

Statements	N	Min	Max	Mean	Std. Deviation
The county government uses mutual adjustment (without formal, standardized mechanisms)	91	1	5	3.73	0.903

The county government uses standardized norms	91	1	5	2.07	0.925
The county government uses standardized work processes	91	1	5	2.31	1.004
The county government has a span of control on supervision its staff	91	1	5	2.38	0.916
The chain of command is used to exert control from the top county government officials	91	1	5	2.85	1.004
Departmentalization affects resource sharing in the county government	91	1	5	3.21	0.867
Decision making of county government activities are concentrated to specific location	91	1	5	3.15	0.710
All county government offices receive commands from the main office	91	1	5	3.07	0.848
Centralization enables the county government to focus on the fulfillment of its vision	91	1	5	2.18	0.989
Valid N (listwise)	91				
Aggregate Mean				2.77	0.907

Source: Researcher (2024)

Table 7 illustrates that the indicators of organizational structure had an average value of 2.77 and a standard deviation of 0.907. This suggests that the capacity of the county government to deliver services is moderately influenced by its organizational structure. In contrast to the findings of Kalay and Lynn (2016), our data clearly demonstrate that organizational structure significantly impacts service delivery. Notably, a mean score of 3.73 with a standard deviation of 0.903 indicates widespread agreement among participants that the county government utilizes mutual adjustment without formal,

regulated procedures. Additionally, unanimous agreement was observed regarding the operation of a debt collection agency within the county administration.

The majority of respondents would have either disagreed or expressed confusion when asked about their use of the chain of command for control ($M=2.85$, $SD=1.004$). This was the case when senior county government officials were questioned about their use of the organization. With a mean score of 3.15 and a standard deviation of 0.710, participants demonstrated a similar level of suspicion regarding the concentration of decision-making authority in relation to the activities of the county administration. When asked about whether or not all county government offices receive orders from the central office (mean = 3.07, standard deviation = 0.848), and how departmentalization affects resource transfer across county governments (mean = 3.21, standard deviation = 0.867), there was a clear indication of indifference.

Research by Sibindi (2014) asserts that service delivery is significantly influenced by organizational structure, including effective resource distribution, clear communication channels, and a defined chain of command. Most respondents ($M=2.18$, $SD=0.989$) disagreed with the notion that centralization allows the county administration to better focus on its goals. Similarly, they disagreed with the assumption that the county government adequately supervises its personnel (mean=2.38, standard deviation=0.916). Moreover, participants indicated that the county administration does not employ standardized work practices (mean=2.31, standard deviation=1.004) and does not adhere to conventional standards (mean=2.07, standard deviation=0.925).

The objective of this survey was to initiate discussions on the impact of the Meru County Government's organizational structure on service delivery. Our findings suggest that formalization affects service delivery, and the claim that the concentration and complexity of county government impact service quality was also supported. The

research indicates that organizational structure significantly influences service provision, with respondents suggesting that decentralization enhances decision-making by providing more accessible information. Employees also reported that their routine tasks hinder service quality. Okafor, Kalu, and Ozioma (2017) identified formalization, complexity, and decentralization as three components of organizational structure, all of which influence service delivery.

4.5.3 Functional Strategies and County Government Service Delivery

The third specific objective of the study was to investigate how functional strategies have impacted service delivery by the Kenyan Meru County Government. In this survey, participants were asked to rate their level of agreement with specific claims regarding the operational strategies of the Meru County Government and their effect on service delivery. The outcomes are presented in Table 8.

Table 8: Aspects of functional strategies

Statement	N	Min	Max	Mean	Std. Deviation
The services offered are cost effective	91	1	5	3.68	1.041
The county observes high quality standards in service delivery	91	1	5	3.78	0.845
There is proper feedback mechanism employed by the county government	91	1	5	3.12	0.901
There is flexibility in changing from one service to another as need may dictate	91	1	5	3.01	0.860
The county uses pricing strategy to improve service delivery	91	1	5	3.63	0.904
The county's distribution networks influence its service delivery	91	1	5	2.18	0.781
The county recruits qualified candidates	91	1	5	3.57	0.935

Rewards offered by the county government lead to efficiency	91	1	5	2.35	0.922
The county government conducts extensive training for efficiency	91	1	5	3.69	0.956
Valid N (listwise)	91				
Average Mean and Standard Deviation				3.23	0.905

Source: Researcher (2024)

The functional strategy indicators had an average score of 3.23 and a standard deviation of 0.905, as presented in Table 8. It appears that functional strategies have minimal influence on the way organizations deliver their services. Consistent with these findings, Bosire (2018) discovered that implementing operational strategies does, in fact, enhance organizational efficiency. Odhiambo (2015) also discovered a positive correlation between that marketing method and performance, which aligns with our own findings. Our data indicates a negative correlation between financial strategy and success, which contradicts the conclusions made by Kanji (2017).

In accordance with the data, the county government is responsible for the recruitment of talented workers, the implementation of comprehensive training efforts to boost productivity, and the enforcement of stringent quality standards for the services it provides. As demonstrated by a mean score of 3.68 and a standard deviation of 1.041, the participants reached an agreement that the services that were provided are cost-effective. In addition, there was complete agreement that the county is exceptional in terms of recruiting new members (mean = 3.57, standard deviation = 0.935), and that the training that is offered is extensive (mean = 3.69, standard deviation = 0.956). The results of this study provide credence to the findings of Ardjouman and Asma (2015), who discovered that successfully implemented functional strategies have the potential to boost a company's market share, earnings, and sales growth.

The parties concerned came to the conclusion that the price plan proposed by the county would result in an improvement in service delivery, which led to an average score of 3.63 and a standard deviation of 0.904. A mean score of 3.01 and a standard deviation of 0.860 suggest that the ability of the county administration to quickly change services was not a big worry. This is indicated by the fact that the mean score was 3.01. In addition, the employment of email by the county administration in order to improve communication did not succeed in arousing the respondents' curiosity. The feedback method utilized by the county administration was deemed satisfactory by the vast majority of persons, with a standard deviation of 0.901%. Additionally, participants' judgments regarding the impact of the county's distribution networks on service delivery varied, with a mean score of 2.18 and a standard deviation of 0.781. This indicates that participants' perspectives were not consistent with one another. There was also a disagreement over the usefulness of the incentives that were offered by the county government in terms of increasing efficiency, with a mean score of 2.35 and a standard deviation of 0.922.

What we wanted to accomplish with this research was to get a more in-depth comprehension of the influence that functional strategies have on the services that are provided by the Meru County Government. According to research, the level of effort and dedication that employees put forth rises when they are provided with the essential knowledge and are also given incentives. They argue that improved communication channels between managers and employees lead to a more equal and collaborative work environment, which in turn leads to an improvement in the quality of service provided. Evidence that effective communication plays a significant part in influencing the efficiency of an organization can be seen in the studies that were carried out by Iloafu (2016) and Meitisaria, Hanafi, and Wahab (2018).

4.4.4 Resource Allocation and Meru County Government Service Delivery

The study's fourth and ultimate objective was to examine the impact of resource allocation by the Meru County Government in Kenya on the quality of services they delivered. The Meru County Government's resource allocation and its impact on service provision were the subjects of multiple allegations. Participants were requested to express their level of agreement with each statement. The results are displayed in Table 9.

Table 9: Aspects of Resource allocation

Statement	N	Min	Max	Mean	Std. Deviation
The county government allocates resources to its department in a timely manner	91	1	5	1.34	0.972
The functions assigned to the county governments are backed by the necessary resources to support their implementation	91	1	5	3.85	1.009
The county government disburses financial resources for devolved functions on time	91	1	5	3.82	0.826
The county government allocates resources based on resource allocation policy	91	1	5	3.64	0.895
The policy ensures that resources are allocated to areas of greater strategic need	91	1	5	3.97	0.975
The county government uses policy controls to allocate resources to areas where they are able to result in greater efficiency in use	91	1	5	3.84	0.867
There is adequate workforce in our county government	91	1	3	1.14	0.824

There are adequate financial resources for implementation of county government activities	91	1	5	2.13	1.007
The county government departments are well equipped	91	1	5	3.09	1.014
The county government employs skilled employees	91	1	5	3.82	0.870
Financial resources disbursed to the county government enable it to meet its need	91	1	5	3.18	0.799
Availability of technological resources enables the county government of effectively implement its strategic need	91	1	5	2.96	0.944
Valid N (listwise)	91				
Aggregate Mean				3.07	0.917

Source: Researcher (2024)

Table 9 displays the indicators of resource distribution, which demonstrate a highly dispersed statistical distribution with a standard deviation of 0.917 and a mean of 3.07. Thus, it is reasonable to assume that organizations' service provision is moderately affected by the allocation of resources. The statistics presented here cast doubt on the claim made by Abdulrahman and Bamiduro (2008) that the distribution of organizational resources significantly impacted the quality of services provided.

With the highest average score ($M=3.97$, $SD=0.975$), it is clear that most participants believe the plan will ensure that the most essential regions receive the necessary funding. Furthermore, it is clear that everyone agreed with the county administration's well-articulated plan for giving money (mean=3.64, $SD=0.895$). The average grade was 3.84 with a standard deviation of 0.867, so it's clear they got the idea that policy constraints are in place to put money where it will do the most good. Also, according to Ouma and

Kilonzo (2014), a large portion of the participants (mean=3.82, SD=0.870) think that the county government employs qualified people. This lends credence to the assumption that resources are better allocated, leading to better service delivery.

However, respondents expressed ambivalence regarding whether the county government has enough funds to cover its expenses (mean=3.18, SD=0.799). They also remained neutral regarding the assertion that the county government effectively fulfills its strategic needs due to the availability of technology resources (mean=2.96, SD=0.944). Additionally, they disagreed with the statements that county government departments have adequate resources (mean=3.09, SD=1.014) and that sufficient funds are available to carry out county government operations (mean=2.13, SD=1.007). The notion that county governments have the resources to fulfill their responsibilities was also disputed (mean=3.85, SD=1.009). Respondents vehemently rejected the statement that the county administration promptly distributes funds to its departments (mean=1.34, SD=0.972), and they strongly disagreed with the assertion that the county government has an adequate workforce, as indicated by the lowest mean score (mean=1.14, SD=0.824).

Participants were invited to empathize with Meru County residents and describe the impact of resource allocation on service delivery. Their responses highlighted that efficient resource allocation within a diverse organization enhances corporate service delivery and positively impacts the return on assets. They emphasized that an organization's efficiency is directly related to its resource allocation. They also noted that better project service delivery results from better financial resource planning. These observations align with the findings of Harrison, Hall, and Nargundkar (2003), who suggested that organizations can improve their service delivery through better resource allocation focused on key areas.

4.4.5 Indicators of Service Delivery

Table 10 presents the indicators of service delivery in Meru County.

Table 10: Indicators of Service delivery

	Indicators	Frequency	Percent
Valid	Increased Staff Training	29	31.9
	Improved availability of resources	25	27.5
	Reduced complaints from public	21	23.0
	Increased Resources utilization	16	17.6
	Total		91

Source: Researcher (2024)

The report highlights that enhanced service delivery in the county was attributed to several factors, including improved resource utilization (17.6% increase), fewer public complaints (24.0% decrease), increased staff training (31.9% improvement), and greater availability of resources (27.5% increase). Notably, staff training had a significant impact on service delivery, as it heightened workers' awareness of the challenges inherent in service delivery processes.

4.9 Inferential Statistics

In order to determine the nature of the relationship between the service delivery of the Meru County Government, which was the dependent variable, and the independent variables, which included top management support, organizational structure, functional strategies, and resource allocation, the study utilized inferential statistics, specifically regression and correlation analyses. This was done in order to determine the nature of the relationship.

4.9.1 Correlation Analysis

The objective of this study was to investigate the relationship between the dependent variable, which was the service delivery of the Meru County Government, and the

independent variables, which were top management support, organizational structure, functional strategies, and resource allocation. This was accomplished through the utilization of Pearson correlation analysis. The Pearson correlation coefficient is a statistical measure that reflects the strength of the association between two variables. A positive value implies a strong relationship, whereas a negative coefficient suggests the reverse. It is possible for this coefficient to take on values ranging from zero to one. These findings are presented in Table 11.

Table 11: Correlations

		Managemen t Support	Organization al Structure	Functiona l Strategies	Resource Allocatio n	Service Deliver y
Management Support	Pearson Correlatio n Sig. (2- tailed) N	1				
Organization al Structure	Pearson Correlatio n Sig. (2- tailed) N	0.415** 0.000	1 91			
Functional Strategies	Pearson Correlatio n Sig. (2- tailed) N	0.643** 0.001	0.146** 0.237	1 91		
Resource Allocation	Pearson Correlatio n	0.677**	0.113**	0.126**	1	

	Sig. (2-tailed)	0.093	0.015	0.000		
	N	91	91	91	91	
Service Delivery	Pearson Correlation	0.846**	0.362**	0.801**	0.666**	1
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	
	N	91	91	91	91	91

** . Correlation is significant at the 0.01 level (2-tailed).

The level of support from top management and the service delivery of county governments are significantly and positively correlated ($r=0.846$, $p=0.000$), as shown in Table 11. By being below than the significance level of 0.05, the p-value (0.000) proves that the link is statistically significant. This study's findings corroborate those of Shaar, Shadi, Raed, and Manna (2015), who also found that the support of top executives had a favorable and substantial impact on the service offerings of firms.

Furthermore, the association between the organizational structure of county administrations and the quality of services they provide is statistically significant, albeit somewhat weak ($r=0.362$, $p=0.001$). This is despite the fact that the correlation is low. Considering that the p-value of 0.001 is much lower than the significance level of 0.05, it would suggest that there is a strong association between the two variables. According to Hosseinpour and Tabari (2016), who discovered that centralizing organizations results in a considerable improvement in service quality, these findings are consistent with their findings.

We find that there is a strong correlation between the service delivery of county governments and functional strategies ($r=0.801$, $p=0.000$), which indicates that there is a positive and robust connection between the two. The fact that the p-value, which is 0.000, is lower than the significance level, which is 0.05, represents the fact that the correlation

is statistically significant. Furthermore, the outcomes of this study provide credence to the argument made by Ardjouman and Asma (2015), which states that successful functional strategies have the potential to increase sales, earnings, and market share for businesses.

Also, there is a strong relationship between how well county governments distribute resources and how well they deliver services ($r=0.666$, $p=0.000$) according to the data. With a p-value of 0.000, which is lower than the 0.05 significance level, the association can be considered statistically significant. Harrison, Hall, and Nargundkar (2003) found that diversified enterprises can improve their service performance by distributing resources effectively, which is in line with our findings.

4.9.2 Regression Analysis

Within the scope of this investigation, the service delivery of the Meru County Government served as the dependent variable, while the independent factors encompassed top-down support, organizational structure, functional strategies, and resource allocation. In this particular study, the method of data analysis that was utilized was known as multivariate regression.

The multivariate regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where; Y = is the dependent variable (the service delivery of Meru County Government), β_0 = Constant Term; β_1 - β_4 = regression coefficients; X1= top management support; X2= organizational structure; X3=functional strategies, X4= resource allocation and ε = error term.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	0.835	0.821	0.2363

a. Predictors: (Constant), support from top management, organizational structure, functional strategies, resource allocation

The R-squared value was used to quantify the extent to which the independent factors (top management support, organizational structure, functional strategies, and resource allocation) could explain the variability in the dependent variable (service delivery of the Meru County Government). The obtained R-squared score was 0.830, indicating that 83.0% of the variability in service delivery could be accounted for by the independent variables.

Table 13: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.611	4	1.903	63.778	.000 ^b
Residual	210.213	87	2.444		
Total	217.824	91			

a. The variable that is being measured or observed is service delivery.

b. Predictors: (Constant), top management support, organizational structure, functional strategies, resource allocation

With the use of ANOVA, we determined whether or not the model was a good fit for the data. Table 13 demonstrates that the F value that was computed, which was 63.778, was higher than the F value that was necessary, which was 2.4859. Further, the p-value, which was 0.000, was lower than the significance level, which was 0.05. This indicates that the model accurately captures the effect that the independent factors have on the

variable that is being studied (the dependent variable). As a result of this, it was believed that the model provided a good fit to the data.

Table 14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.315	0.920		6.287	0.009
Top Management Support Organization Structure	0.723	0.127	0.056	0.514	0.000
Functional strategies	0.209	0.126	0.133	1.245	0.001
Resource Allocation	0.089	0.127	0.015	0.140	0.009
	0.417	0.130	0.130	1.171	0.000

a. Dependent Variable: Service Delivery

Source: Researcher (2024)

The regression equation was;

$$Y = 0.315 + 0.723X_1 - 0.209X_2 + 0.089X_3 + 0.417X_4$$

The results indicate that the endorsement of senior executives has a substantial and positive effect on the service provision of the Meru County Government ($\beta_1=0.723$, $p=0.000$). The presence of top executives has been found to enhance service performance, as evidenced by a statistically significant correlation. Iqbal, Long, Fei, and Bukhari (2015) found that service delivery improves when there is strong support from upper-level management, which aligns with their previous findings.

Furthermore, the results indicate that the organizational structure of the Meru County Government has a beneficial impact on service delivery ($\beta_2=0.209$, $p=0.001$). An effective organizational structure is crucial for improving service delivery, as this link is highly significant. Our findings align with the research conducted by Okafor, Kalu, and Ozioma (2017), which concluded that service quality is enhanced by organizational centralization.

Furthermore, the research indicates that the service delivery of the Meru County Government experiences significant enhancement following the implementation of functional methods ($\beta_3=0.089$, $p=0.009$). The p-value being less than the 0.05 significance level supports the notion that functional techniques are linked to improved service delivery.

In summary, the findings indicate that the distribution of funds has a significant and positive impact on the service delivery of the Meru County Government ($\beta_4=0.417$, $p=0.000$). This statistically significant link indicates that well-utilized resources lead to more effective service delivery. Omollo, Ngacho, and Yambo (2017) proposed that specific characteristics contribute to the effectiveness of service delivery and the allocation of resources, which aligns with their research findings.

The county government's ability to deliver services is significantly impacted by its functional strategy, resource allocation, and organizational structure.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provided a discussion of the findings, including a summary, conclusions, and recommendations, as well as suggestions for further research. The primary objective of the study was to assess the impact of various strategy implementation determinants on the service delivery of Meru County Government.

5.2 Summary

This part provides a summary and analysis of the findings while focusing on how they relate to the aims of the study. The major purpose was to investigate the ways in which the Meru County Government's service delivery is influenced by a variety of factors, including top-down support, organizational structure, communication, and resource allocation.

5.2.1 Top Management Support and service delivery of Meru County

According to the study's results, county governments' service delivery is much enhanced when senior executives actively promote and support it. The county government also provides its workers with health insurance and bonuses, as was noted earlier. The study also found that county government officials have a major role in the overall success by providing important guidance and support. It was noted that suggestion boxes were available for employees to voice their concerns. However, in addition to lengthy delays in equipment acquisition and salary distribution, there was a striking lack of worker participation in decision-making processes. Having said that, the county government's funds were reportedly disbursed promptly. Furthermore, there was no correlation between service delivery performance and promotions among county government employees.

5.2.2 Organizational Structure and service delivery of Meru County

The results show that the form of the organization greatly affects the services that county governments offer. A very effective debt collection service has been established by the county administration. For the purpose of issuing domestic securities, the county government regularly produces and distributes auction schedules. In addition to revealing that the structure is dependent on reciprocal adjustment, the investigation uncovered a dearth of defined, consistent methods. It has come to light that the county administration lacks a clear procedure for supervising its employees. According to the findings, the company also does not use any kind of standardized labor practices.

5.2.3 Functional strategies and service delivery of Meru County

The findings indicate that the level of functioning has a positive and considerable impact on the efficiency with which county governments provide services to their constituents. It has been determined that the services offered by the county government are efficient in terms of cost. The administration of the county is able to maintain an extraordinary level of service quality and efficiency by carefully selecting its staff and providing them with thorough training at regular intervals. On the other hand, it became abundantly evident that neither the distribution networks of the county government nor the incentives supplied improved service performance.

5.2.4 Resource allocation and service delivery of Meru County

The study's findings indicate that the service performance of county governments is significantly enhanced by the appropriate allocation of funding. The county government adheres to a particular policy for allocating resources, as seen. Furthermore, it has been confirmed that this approach ensures that financing is allocated to locations of greater strategic importance. The county administration also employs skilled professionals to enhance the quality of services offered. However, the research indicated that county

departments were experiencing delays beyond the anticipated timeframe in receiving their assigned monies. Moreover, it has been shown that the county governments lack the necessary resources to efficiently fulfill their designated responsibilities. Furthermore, the county government fails to promptly allocate financial resources for delegated tasks. The audit also emphasized the county government's inadequate staffing levels and insufficient funding to effectively fulfill its responsibilities.

5.3 Conclusions

According to the results, top-level management's buy-in has a significant bearing on how well the Meru County government delivers its services. Thus, increasing this support would result in even better service delivery. In addition, the study shows that leadership style, staff involvement level, the availability of resources in a timely manner, and the use of reward and recognition methods all affect how well the Meru County government provides services.

A key component of county governments' ability to provide services, according to the research, is their organizational structure. The delivery of services in Meru County will so benefit from the enhancement of this framework. Several elements impact the way services are provided by the Meru County administration. These include methods for collecting debts, control systems, the order of command, and the degree to which services are centralized.

In addition, the study discovered that county governments' service offering became much more effective after they started using functional approaches. Therefore, the government of Meru County can improve service delivery even further by enhancing these approaches. To be more specific, adopting cost-effective services, recruiting skilled people, and offering comprehensive training are the components that enhance service delivery.

To ensure the delivery of services, the study concludes that county government resources must be allocated efficiently. It suggests that the government of Meru County might improve its allocation processes to reap the benefits. Factors such as the availability of resources, the swift distribution of those resources, the adherence to policies, and the allocation of those resources all contribute to how efficiently the Meru County administration delivers services.

5.4 Recommendations for Policy and Practice

5.4.1 Top Management Support

According to the research, the county administration does not include its employees enough in making decisions. It is recommended that the county administration make sure all employees are involved in making decisions. The survey also found that county government employees' promotions are not based on how well they serve the public. Thus, it is advised that the county administration update its promotion policy to guarantee that advancements are entirely dependent on performance in providing services.

In addition, the study highlighted that there are concerns over the timely transfer of cash from the County administration and the payment of employees. In order to resolve this, it is advised that the Meru County government's executive branch guarantees the rapid availability of cash to pay bills. On top of that, the executive has to make sure that county government employees get paid on schedule.

5.4.2 Organizational Structure

The county government is not adequately supervising its employees, according to the research. Consequently, the county government should establish policies to better oversee county employees in all areas and to tighten control over county operations.

The research also found problems with the debt management department, such as inaccurate and late payments. Consequently, it is advised that the debt management unit

and the administration of the County government of Meru implement measures to guarantee correct and timely payments to suppliers and financial institutions.

5.4.3 Functional strategies

According to this research, neither the county government's distribution networks nor the incentives it offers have any effect on the quality of services the county provides. The report suggests that in order to improve service delivery, all departments within the Meru County government should work together to establish a well-structured distribution network and implement a more attractive compensation system.

5.4.4 Resource Allocation

According to the research, the county government is slow to distribute funds to its many divisions. Consequently, the county administration should put measures in place to guarantee the timely distribution of resources. Furthermore, it was discovered that the county government does not have the resources to carry out the responsibilities that have been given to it. When it comes to carrying out its duties, the county should make sure it has all the money it needs.

5.4.5 Recommendation for Further Studies

The goal of this research was to provide an answer to the question, "How do various factors affect service delivery in the Meru County Government?" This was accomplished by conducting an investigation into the method in which various strategies are executed within the Meru County Government. Throughout the course of the conversation, the most important question that was brought up was, "In what ways do these factors affect the delivery of services?" Throughout the whole of the research project, the Meru County Government was the subject of the utmost concentrated scrutiny. Therefore, it is strongly advised that additional study be undertaken into the factors that influence the implementation of strategies and the delivery of services in other county administrations

in Kenya. This is because of the fact that in Kenya, there are a number of county administrations. The research also discovered that the structure, communication, top-down support, and allocation of resources, in addition to the service delivery provided by the Meru County Government, were able to explain 83.0% of the variance in the dependent variable. One of the conclusions of the investigation was that this was the case. In light of this, it is essential to carry out additional research on the elements that have an effect on the manner in which Kenya's county governments provide services to its constituents.



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APPENDICES

Appendix I: Consent Form for Participation in Research

Assessment of County Integrated Development Plan Implementation Determinants on Service Delivery in Meru County Government, Kenya

Dear Participant,

In Meru County Government, Kenya, I am inviting you to take part in a research project named "Assessment of County Integrated Development Plan Implementation Determinants on Service Delivery: I am writing my master's project since The goal of the study was to ascertain how Meru County, Kenya's County Integrated Development Plan implementation factors affect service delivery.

You voluntarily choose to take part in this research experiment. You have the option to refuse completely or to not respond to any questions at all. Participation has no known dangers beyond what one would experience on a daily basis. Your answers will be kept private and anonymous. The research's data will be kept confidential and published solely as the sum of all the data. Your unique responses to this questionnaire will remain confidential, only known to the researchers. You will not directly profit from taking part in this study. But you could find it fascinating to discuss the problems the study tackles, and it might be helpful to the industry, as well as to customers in the future or those who have gone through similar experiences.

Please provide the most accurate response you can to the questionnaire if you accept to take part in this experiment. It should be finished in around twenty minutes. Kindly ensure that the questionnaire was returned as soon as possible so that I may finish the project report.

If you have any questions about this project, feel free to contact the **INVESTIGATOR, MURITHI OLIVIA GAKII** on **0105658851** or my **SUPERVISOR, DR. ROBERT OBUBA** on **0729709826**. To inquire about your rights as a study participant, please contact the Chairman of the Ethical Review Committee at Mount Kenya University, P.O. Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I've had a chance to study the material supplied, comprehend it, and ask questions. I am aware that participation was completely optional and that I may end it whenever I choose, for any reason, and for free. I am aware that a copy of this permission form will be sent to me. I willingly consent to participate in this research.

Participant's Signature _____ Date _____

Investigator's Signature _____ Date _____



Appendix II: Questionnaire

The study seeks to determine the effect of County Integrated Development Plan implementation determinants on service delivery in Meru County, Kenya. The collected data will be utilized for academic purposes. Kindly complete the questionnaire with accuracy, and rest assured that confidentiality will be maintained throughout the research.

SECTION A: DEMOGRAPHIC DATA

Please tick inside the brackets when responding to the following questions [√]

1. Please specify your gender.

Male Female

2. please indicate your Age bracket

18 to 22 Years 23 to 27 Years

28 and 32 Years 33 to 37 Years

38 to 41 Years 42-46 ears

Above 46 Years

3. Please specify your duration in the organization

1to 3 years 4 to 7 years

8 to 11 years 12 to 15 years

Above 15 years

4. Please specify your highest level of academic learning

PhD level Master level

Undergraduate level Diploma Level

Secondary level Primary level

5. Which department do you work?

Agriculture, Fisheries and Livestock Development

Devolution, Public Service and Administration

Education, Youth and Social Services

Environment Energy Water and sanitation	[]
Finance and Economic Planning	[]
Health Services	[]
Lands, Urban planning, Housing and building services	[]
Information Communication Technology & e- Government	[]
Roads and Transport	[]
Trade and Industrialization	[]

SECTION B: TOP MANAGEMENT SUPPORT

Please specify your agreement level on various statements relating to the effect of top management support on service delivery in Meru County Government. Use the following 5-point Likert Scale when answering questions whereby 1 indicates Strongly disagree, 2 indicates Disagree, 3 indicates Neutral, 4 indicates Agree and 5 indicates Strongly agree.

Top Management Support	5	4	3	2	1
Reward and recognition					
The county government provides bonuses to employees					
The county government provide comprehensive medical cover to staff					
Job promotion among county government staff depends on their performance					
Leadership style					
Our leaders make quick decisions					
There was always effective communication in our county					
County government leaders provide necessary support and advice that leads to our success.					
Timely release of resources					
County government funds was released on time					

County government employees was paid on time					
County government equipment was procured on time					
Employee involvement					
The county government involves staff in decision making process					
The county government staff receive timely feedback from the county heads					
The County government provides suggestion boxes for staff to raise complains					

How do you perceive the influence of support from top management on the service delivery of the Meru County Government? -----

SECTION C: ORGANIZATIONAL STRUCTURE

Kindly specify your level of agreement regarding how different elements of organizational structure affect the delivery of services in the County. Use the following 5-point Likert Scale when answering questions whereby 1 indicates Strongly disagree, 2 indicates Disagree, 3 indicates Neutral, 4 indicates Agree and 5 indicates Strongly agree.

Organizational structure	5	4	3	2	1
Mechanisms of control					
The organization uses mutual adjustment (without formal, standardized mechanisms)					
The organization uses standardized norms					
The organization uses standardized work processes					
Chain of command					
The county government has a span of control on supervision its staff					

The chain of command was used to exert control from the top county government officials					
Departmentalization affects resource sharing in the county governments					
Centralization					
Decision making of county government activities was concentrated to specific location					
All county government offices receive commands from the main office.					
Centralization enables the county government to focus on the fulfillment of its vision					

How do you perceive the impact of organizational structure on service delivery within the Meru County Government? -----

SECTION D: FUNCTIONAL STRATEGIES

Kindly express your level of agreement regarding the impact of different aspects of functional strategies on the delivery of services within the Meru County Government. Use the following 5-point Likert Scale when answering questions whereby 1 denotes Strongly disagree, 2 denotes Disagree, 3 denotes Neutral, 4 denotes Agree and 5 denotes Strongly agree.

	5	4	3	2	1
Operational Strategies					
The Services offered was cost effective					
The county observes high quality standards in service delivery					

There was proper feedback mechanism employed by the county government					
There was flexibility in changing from one service to another as need may dictate					
Marketing					
The county uses pricing strategy to improve service delivery					
The county's distribution networks influence its service delivery					
Human resources management					
The county recruits qualified candidates					
Rewards offered by the county government lead to efficiency					
The county government conducts extensive training for efficiency.					

How do you see the impact of operational strategies on the delivery of services within the Meru County Government, from your perspective? -----

SECTION E: RESOURCE ALLOCATION

Please indicate your level of agreement regarding how different facets of resource allocation influence service delivery within the Meru County Government. Use the following 5-point Likert Scale when answering questions whereby 1 denotes Strongly disagree, 2 denotes Disagree, 3 denotes Neutral, 4 denotes Agree and 5 denotes Strongly agree.


	5	4	3	2	1
Timely allocation of resources					
The county government allocates resources to its departments in a timely manner					
The functions assigned to the county governments was backed by the necessary resources to support their implementation					
The county government disburses financial resources for devolved functions on time					
Resource allocation policy					
The county government allocates resources based on resource allocation policy					
The policy ensures that resources was allocated to areas of greater strategic need					
The county government uses policy controls to allocate resources to areas where they was able to result in greater efficiency in use					
Adequacy of resources					
There was adequate workforce in our county government					
There was adequate financial resources for implementation of county government activities					
The county government departments was well equipped					
Availability of resources					
The county government employs skilled employees					
Financial resources disbursed to the county government enable it to meet its need					

Availability of technological resources enables the county government to effectively implement its strategic need					
---	--	--	--	--	--

From your perspective, what impact does the allocation of resources have on service delivery within the Meru County Government? -----



Appendix III : ERC Certificate



Mount Kenya University

REF: MKU/ISERC/3659
TO: MURITHI OLIVIA GAKII
REG: MBA/2022/49332

Date: 25 April 2024

Dear Sir/Madam,


RE: ASSESSMENT OF COUNTY INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION DETERMINANTS ON SERVICE DELIVERY IN MERU COUNTY GOVERNMENT, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2703**. The approval period is **25/04/2024 - 24/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

*The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000 Thika*

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V : Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2022/49332

25th April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/ Madam,

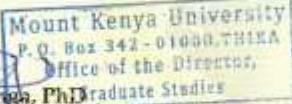

RE: MURITHI OLIVIA GAKII - REGISTRATION NO. MBA/2022/49332

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Assessment of County Integrated Development Plan Implementation Determinants on Service Delivery in Meru County Government, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May, 2024 and July, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.



Dr. Samuel M. Karenga, PhD
Director, Graduate Studies

Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 475543	Date of Issue: 2 /May/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. OLIVIA GAKII Murithi of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: ASSESSMENT OF COUNTY INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION DETERMINANTS ON SERVICE DELIVERY IN MERU COUNTY GOVERNMENT, KENYA for the period ending : 2/May/2025.</p>	
License No: NACOSTI/P/24/35561	
475543	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

Appendix V: Field entry authorization

COUNTY GOVERNMENT OF MERU	
	
DEPARTMENT FINANCE, ECONOMIC PLANNING AND ICT	
When replying please quote Email: finance.department@meru.go.ke	Meru County Headquarters P.O Box 120-60200 Meru
REF:CGM/FIN/COF/GEN/VOL.III(005)	
DATE: 2 May 2024	
RE:RESEARCH AUTHORIZATION MURITHI OLIVIA GAKII	
Reference is made to letter REF:NACOSTI/P/24/35561 dated 2 May 2024.	
Authority is hereby granted to Olivia Gakii to carry out research on “ASSESSMENT OF COUNTY INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION DETERMINANTS ON SERVICE DELIVERY IN MERU COUNTY GOVERNMENT, KENYA” in Meru County for the period ending 2 May 2025.	
The person undertaking this study is bound by all the ethical rules and regulations governing surveys this nature.	
 CPA Charles Mwenda CHIEF OFFICER FINANCE	

**ASSESSMENT OF COUNTY
INTEGRATED DEVELOPMENT
PLAN IMPLEMENTATION
DETERMINANTS ON SERVICE
DELIVERY IN MERU COUNTY
GOVERNMENT, KENYA**

by MURITHI OLIVIA GAKII

Submission date: 04-Jun-2024 07:26PM (UTC+0300)

Submission ID: 2395486250

File name: Olivia_final_project_1.1.docx (569.88K)

Word count: 24048

Character count: 140309

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ASSESSMENT OF COUNTY INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION DETERMINANTS ON SERVICE DELIVERY IN MERU COUNTY GOVERNMENT, KENYA

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