

**EFFECT OF GOVERNMENT BUREAUCRACY ON SERVICE DELIVERY IN
THE STATE-OWNED CORPORATIONS IN KENYA: A CASE OF KPLC
MOUNT KENYA REGION**

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DECLARATION AND APPROVAL

Declaration by the Student

This research project is my original work and has not been presented for award of degree in any other university

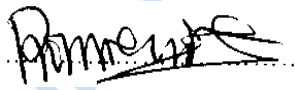
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DEDICATION

I attribute the success of this research project to my parents, whose steadfast support has made this journey a triumph.



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ABSTRACT

Government and private institutions worldwide recognize the crucial role of service delivery in achieving a competitive edge in a dynamic market. KPLC, as a state-owned corporation, stands as a significant pillar for the economic, social, and political development strategies aimed at realizing Vision 2030. The company holds a monopoly in providing services to the public. However, despite reforms aimed at reducing public sector bureaucracy, the public still encounters numerous obstacles in accessing power services. The dissatisfaction level among the public regarding service delivery remains high, with one contributing factor being the politicization of appointments of Board of Directors, leading to inadequate competence and legal frameworks. This study aimed to investigate the effect of government bureaucracy on service delivery in the KPLC within the Mount Kenya region. Specifically, it sought to assess the influence of leadership hierarchy, stakeholders' interests, policy compliance, and the political environment on service delivery within the company in the Mount Kenya region. The study's theoretical framework drew from Bureaucratic Theory, Stakeholder Theory, New Public Management Theory, and Systems Theory. The target population comprised 717 individuals, including 76 suppliers, 324 end-user consumers, and 317 employees in the KPLC Mount Kenya regional office. A sample of 257 respondents was selected using a two-stage sampling procedure involving stratified and simple random sampling techniques. Empirical data were collected through semi-structured questionnaires, with the validity and reliability of the data collection tool assessed to ensure its suitability for the study. Multiple linear regression analysis was performed on the gathered dataset. Ethical research considerations guided the collection and analysis of data. The study's findings indicate that leadership hierarchy, stakeholder interests, policy compliance, and the political environment positively and significantly impact service delivery in the KPLC Mount Kenya Region. Therefore, the study recommends that the management of state-owned enterprises implement policies that enhance leadership practices, particularly in promoting motivation and delegation. Additionally, it suggests establishing a policy framework that encourages stakeholder participation, effective decision-making, and smooth information flow within state-owned enterprises. Moreover, audit divisions in these enterprises should strengthen the existing policy framework to embed practices that cultivate a culture of compliance with rules, regulations, and personnel selection processes. Lastly, the board of management for state-owned enterprises in the energy sector should develop mechanisms to protect themselves from disruptive interference by interest groups that could undermine operational efficiency and hinder service delivery outcomes.

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LIST OF ABBREVIATIONS AND ACRONYMS

BOD	Board Of Director
GDC	Geothermal Development Company
KPC	Kenya Pipeline Company
KPLC	Kenya Power Lighting Company Limited
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organisation
OECD	Organisation for OECD
SOE	State Owned Enterprise
SPSS	SPSS
UNIDO	United Nationals Industrial Development Organisation
WASH	Water, Sanitation and Hygiene

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the modern context of complex societal issues and growing public needs, service delivery is widely recognized by government and private organizations as vital for maintaining a competitive edge in a changing landscape (Kekez et al., 2019). Consequently, institutions have implemented numerous innovative strategies to remain productive, effective and responsive. Customers and end-users, nevertheless, are what really hold a business together (Alemseged & Hailay, 2019). Companies and government agencies should prioritize offering excellent service when making choices. Providing individuals with tailored policies and programs ought to be the primary goal of government bureaucracy (Ukeji et al., 2019). It is anticipated that government institutions throughout the world would not only supply services, but will also be held responsible for the effective and efficient delivery of such services to the end users (Alemseged & Hailay, 2019). For instance, according to Fedosov and Paientko (2017), the Ukrainian bureaucracy has been afflicted by high levels of corruption, shady business activities, a faltering economy, and a general disregard for public interests. In addition, the research showed that, rather than helping the majority, the choices taken by Ukrainian authorities mostly benefited a small group of people with their own narrow interests. According to Fedosov and Paientko (2017), the widespread discontent with service delivery in Ukraine is a result of the public's limited access to resources and services.

Researchers have argued that the bureaucracy in Nigeria works primarily to further the agenda of whichever minister is currently in power rather than promoting the public interest, resulting in unsatisfactory service delivery (Ukeje et al., 2019). These same researchers

stated that poor leadership coupled with inflexible rules has allowed corruption, bribery and nepotism to become rampant, fueling exceptionally high dissatisfaction with services in developing nations like Nigeria (Ukeje et al., 2019). Soffu et al., (2018) added that while government administration is theoretically intended to benefit its citizens equally, in reality privileged minorities reap advantages at the expense of the majority in these bureaucratic systems.

A study by Ohemeng et al., (2020) found that among employees of government in Ghana, high levels of vigor as an aspect of work engagement were significantly and positively related to better task performance, while the absorption and dedication aspects were less impactful. Despite public entities having an obligation to satisfy customers (Chan et al., 2010), shortcomings in service delivery have still been documented. Syapsan (2019) suggests this stem largely from an absence of competition providing similar services. Alemseged and Hailay (2019) observe that over time, government institutions face growing demands to enhance services compared to the past. As Puolokainen and Jaansoo (2018) describe, increasing scale and complexity of economic and social processes, alongside the expanding responsibilities and capabilities of bureaucracy, ratchet up the pressure.

According to Mwaura (2007) poor service delivery by state-owned companies has negatively impacted Kenya's economy. Overlapping regulations undercut autonomy, appointments of politically-connected but incompetent directors undermine accountability, and state control creates liquidity challenges for these enterprises. Citizens have loudly protested the unsatisfactory services from these state firms. In the energy sector, more electricity end-users and institutions opt for alternate power sources like solar panels instead of the national grid (Fares & Webber, 2017). This switch stems largely from the national utility's unreliable supply, high costs, corruption around connections, and poor customer service. Kenya's 2019 census showed 19.3% of households used solar, expected to climb

higher (KNBS, 2019). Reduced demand could adversely affect the national utility and Kenya's broader energy sector. As such, it is important to examine how government bureaucracy has affected SOCs service provision, in order to ensure remedial action.

1.1.1 Government Bureaucracy

If a government bureaucracy is doing its job well, it may help a country expand economically and, in the end, provide better services to its citizens. This is something that the World Bank has long acknowledged. It is the goal of the World Bank to help nations streamline their bureaucracy so that they can better serve their citizens and keep their institutions in place for the long haul (World Bank, 2018). Aspects of government bureaucracy include a strict adherence to established regulations, the division of labor to ensure objectivity, and a hierarchical structure of power (Islam, 2016).

According to Gaitho (2017), firms should prioritize ethics, have strong leadership, and hold employees accountable for their actions if they want to improve customer delivery. The level of service provided is directly related to the level of work satisfaction felt by employees, which is in turn influenced by the way leaders motivate, supervise, and delegate tasks (Kolil et al., 2019). Additionally, Kolil et al. (2019) states that the authority exercised by SOC leaders is what ultimately decides the service delivery quality. Employee engagement, effective use of authority, and strong leadership are therefore critical to an enterprise's success in meeting service delivery goals. According to Akinwale and Kuye (2020), the corrupt practices of some public officials and their leadership permeate every aspect of society and politics, leading to bureaucratic dysfunction. Unfortunately, leaders are less motivated to innovate and be creative in their work and more concerned with receiving bonuses and ensuring their job security (Ahmed, 2016). Because staff are chosen based on favoritism and nepotism rather than technical aptitude, service delivery is hindered by selfishly-minded leadership (Safina, 2015).

It is the responsibility of the government to meet the actual and perceived needs of its people. According to David (2016), bad service delivery occurs when there is a breakdown in communication between the company and stakeholders about their viewpoints and ideas. There are several ways in which bureaucracy affects people's daily lives. Therefore, public service obligations necessitate the making of important choices that affect and influence community life (Puolokainen & Jaansoo, 2018). It may be difficult for state companies to provide efficient and high-quality service. To address these challenges, it is necessary to understand the root causes of service delivery issues. This will increase commitment to devising successful solutions (Tembo, 2015). Improving service delivery is the goal of an enabling environment, according to Scott and Gilson (2017). This environment should encourage stakeholder participation in problem-solving via shared decision-making.

Realizing transparency, effectiveness, efficiency and accountability in service delivery requires that enterprises create, document, circulate and apply standards of service delivery (Olaro, 2014). Rules and regulations as well as specific directions for doing tasks constitute the standards. In bureaucratic SOCs, however, following these rules and regulations may quickly backfire, particularly in situations that call for quick action (Alvinus, 2012). Strict observance of rules and regulations results to the provision of services being procedure oriented rather than results oriented. Greater emphasis is placed on people observing the rules rather than delivering the services (Omweri, 2018). Further, selective adoption of rules and regulations, especially in the hiring process, creates loopholes, leading to poor service delivery. Ajidabe and Ibietan (2016) asserts that poor public service delivery in Nigerian public sectors was largely due to inadequate recruitment, selection procedures and practices, excessive bureaucracy, poor working environments, compromised work ethics, traditional systems, corruption, government interference and work instructions.

In Kenya, 38.9% of people polled in the National Ethics Corruption Survey (2018) indicated that public service seekers experienced some form of corruption in government agencies. The study further established that close to half of the respondents (specifically 40.6%) had noted the existence of delay in service provision, while 39.1% indicated there was corrupt activities, including bribery. Of the respondents, a further 32.9% indicated that the agencies put personal interest before public interest, unlawful practices such as theft, fraud and embezzlement had been witnessed by 31%, discrimination by 30.7% and lack of reporting to work on time by 28%. Service provision and delivery depend on ethical standards, which Ms that customer satisfaction is also dependent on bureaucratic environment (Ukeji et al., 2019).

For service delivery to be effective and efficient, emphasis on aspects of government bureaucracy is a prerequisite. For instance, researchers have observed that long bureaucratic processes are unproductive, they are rigid to innovative ideas and improvement, they are not goal oriented and are characterized by excessive control (Irfan, 2016). Consequently, as components of government bureaucracy, we must investigate the following: leadership structure, actors' interests, policy compliance, and political climate

1.1.2 Service Delivery

Government service affects people's quality of life, which is hard to put a price on in terms of GDP per capita. There are three main ways in which services are provided. The first one is based on the locations of agency desks where end-user customers may go to get answers to their questions or obtain recommendations. The second way is for the end user to submit a written request, such as an email or document, and then for someone to contact them once the message has been processed. Thirdly, there is full service, which allows the end-user consumer to obtain a comprehensive service according to their requirements; this includes applications for electricity connections and so on (Kuye & Akinwale, 2020).

In most cases, a company's success is measured by how well it meets its objectives and goals, which in turn reflect how well it caters to the demands of its clients and other stakeholders. Organizations throughout the world are putting a lot of effort into service delivery in order to stay competitive. The provision of services by the government to its customers is known as service delivery (Puolokainen & Jansoo, 2019). Simply said, the purpose of government is to guarantee that people have a reason to live by providing them with essential services (Writer, 2019).

The provision of services is anticipated to take place in a cordial setting free from disturbances. Additionally, according to the OECD (2013), services should be provided in a timely manner while also being open, accessible, transparent, participatory, available, and characterized by consultation and information exchange. A growing feeling of despair among the general people, together with issues of commitment, responsibility, trust, and openness, have prompted concerns about public service delivery in Kenya, as they do in many other nations.

According to Koelble and LiPuma (2010), service delivery crisis has been caused by a range of institutional shortcomings that range from lack of enforcement of regulations, lack of skills on the part of officials and incoherence in policy in different levels of government. Continuous evaluations of end-user consumer's need through surveys, addressing their concerns in real time and having proper channels for sharing the information with consumers on the services available and anticipated emergencies aids in delivering better services, since structure of delivery is guided by end-user consumer's needs.

Organization for OECD data shows that service delivery issues pop up everywhere (OECD, 2010). Institutions hiring people without the technical capabilities to provide services is a contributing factor. At other times, they impose cumbersome restrictions that make it harder to provide service because of all the red tape. Another unintended consequence is that it

encourages unethical activities, such as paying bribes to speed up service delivery (Chilunjika & Mutizwa, 2019). The government's service delivery should be more efficient, effective, and quick than what the client expects. Doing the right thing while keeping the customer's needs in mind regarding human connection, service timeliness, quality, and speed is the key to efficient service delivery (Koech, 2016). Internal metrics of service delivery, including efficiency and effectiveness, service turnaround time, and satisfaction-based service quality, were used in this research.

Service delivery is an ever-changing process that need adjustments to stay up with the times. Thus, bureaucracy need to be capable of riding the new service wave to increase service accessibility, particularly by adopting technology innovations. So, in order to improve service delivery, it is necessary to address all aspects that might hinder it. Potential areas for transformation include bureaucratic structures, the execution of procedures and work instructions, and the abolition of inflexible regulations and policies. Concurrently, the public's demands and interests, particularly those pertaining to trustworthiness, accessibility, and legitimacy, should be given top priority throughout the transition.

1.1.3 KPLC Mount Kenya Region

Kenya Power was the rebranding of KPLC in 2011 to represent the company's revitalization, expansion, and change. At present, private investors own 49.9% of the company's shares, while the Kenyan government holds 50.1% (Kenya Power, 2018). About 6.2 million people in Kenya get their electricity from the KPLC, which also owns and runs the bulk of the country's electrical transmission and distribution infrastructure (Kenya Power, 2020). Kenya Power's core business is distribution of electricity generated primarily from hydropower supplemented by geothermal power plants. The company purchases electricity in bulk from KenGen, the state-owned enterprise mandated to generate power, and then sells this to the public. During droughts when dam water levels drop substantially,

KPLC buys electricity from Independent Power Producers (IPPs) that generate energy from fossil fuels to meet customer demand, as detailed in a 2013 company report.

However, the IPPs sell at higher rates dependent on fluctuating fuel prices. KPLC operates across ten regional divisions, each managed regionally but united under centralized goals, objectives and values of customer service, teamwork, passion, integrity and excellence, to provide quality services for consumers (KPLC, 2017). The Mount Kenya region itself covers the counties of Nyeri, Murang'a, Embu, Meru, Kirinyaga, Tharaka Nithi, Isiolo, Laikipia and Marsabit.

KPLC has a customer connection policy aimed at providing electricity access to bring value to citizens at reasonable costs (KPLC, 2017). The stipulated guidelines mandate the utility to facilitate connections at an affordable rate. KPLC sets yearly targets to add one million new consumers to the electrical grid, as this customer expansion aligns with core commercial objectives that will concurrently support national economic development. Meeting yearly connection targets is thus crucial for simultaneously furthering the company's business goals and broader development aims.

1.2 Statement of the Problem

Efficient, fast, and responsive service delivery is a fundamental objective for SOCs globally (Ondenge, 2018). However, the detrimental impacts of bureaucracy, including widespread corruption and favoritism that benefit a few elites at the expense of the broader public, have not only resulted in poor services but also damaged governmental credibility (Blundo et al., 2013). Several administrations have implemented structural and administrative changes to improve service supply, reduce spending, and alleviate administrative load (Cameron, 2009). Still, studies show that people are still not happy with the services they get, even after these changes (Mutua et al., 2012). Most Kenyans are unhappy with the services provided by state-owned enterprises, according to research by Mitulla (2016).

Mwongozo (2015) identified political affiliations and incompetence among state-owned enterprise board members, often appointed opaquely, as key obstacles to effective service delivery. Despite attempted reforms and recommendations, barriers accessing government services persist, signaling the need for intentional and targeted measures to improve delivery (Tamrakar, 2020). Enhancing services requires investigating and addressing underlying factors impeding delivery.

Separately, a study by Ireri (2016) revealed additional challenges confronting Kenyan state-owned enterprises leading to poor services, including irregular board appointments, weak legal frameworks, high debt levels, and politicization of hiring processes. However, this focused broadly on state-owned enterprises rather than those specifically in the energy industry.

Contrary to some correlational analysis, Riziki's (2018) study found that aspects of bureaucracy do not significantly impact service delivery. Additionally, Bil, John and Lues (2020) examined citizen participation, social innovation and local governance in South Africa and determined that transparent bureaucracy alone does not necessarily produce quality, voluminous or sustainable services. In Kenya there have been much dissatisfaction with the power distribution ranging from rationing to country wide blackout without any clear explanation to the consumers. Therefore, this research intends to fill a gap in our understanding by investigating the impact of government bureaucracy on service supply inside KPLC, particularly in the Mount Kenya area..

1.3 Purpose of the Study

The purpose of the study was to investigate the effect of government bureaucracy on service delivery in KPLC in Mount Kenya region.

1.4 Specific Objectives of the Study

The study was guided by the following objectives:

- i. To establish the effect of leadership hierarchy on service delivery in KPLC in Mount Kenya region.
- ii. To examine the effect of actor's interest on service delivery in KPLC in Mount Kenya region.
- iii. To establish the effect of policy compliance on service delivery in KPLC in Mount Kenya region.
- iv. To establish the effect of political environment on service delivery in KPLC in Mount Kenya region.

1.5 Research Questions

The study will provide questions to the following questions;

- i. What is the effect of Leadership hierarchy on service delivery in KPLC and Lighting Company in Mount Kenya region?
- ii. To what extent does Actors' interest affect service delivery in KPLC in Mount Kenya region?
- iii. How does Policy compliance affect service delivery in KPLC in Mount Kenya region?
- iv. What is the effect of Political environment on service delivery in KPLC in Mount Kenya region?

1.6 Significance of the Study

The results of this study could provide important insight into the problems that state-owned companies are now facing and how they affect the provision of services. The study's findings informed the development of strategies to improve service delivery. In addition, the study deepened our understanding of how the political atmosphere, actors' interests, policy adherence, and the chain of command impact service provision in the Mount Kenya area of KPLC.

The conclusions drawn from this research may hold significant value for the Ministry of Energy in Kenya, furnishing essential insights into the influence of governmental bureaucracy on service delivery. These insights facilitated the crafting of evidence-based policies aimed at enhancing service provision. The recommendations arising from this study aided in pinpointing obstacles to service delivery and proposing solutions to mitigate the negative impacts of bureaucratic elements.

Further, the study's findings would enrich the existing knowledge base concerning the effects of governmental bureaucracy on public service delivery, thereby offering valuable resources for future scholars and researchers. Additionally, these findings laid the groundwork for subsequent research endeavours, whether to validate current inferences or to refine conceptual frameworks.

1.7 Scope of the Study

The study on the effect of government bureaucracy in service delivery covered a 5-year period between 2018 and 2023. This 5-year period aligned with the timeline of the 5-year strategic plan developed for KPLC, which encompassed the financial years from 2019/20 to 2022/23. In addition, the deadline set by the Kenyan government to achieve universal access to electricity by 2020 through the 'last mile connectivity initiative' and rural electrification had lapsed, prompting the need for evaluating progress. Goal 7 of the SDGs states that all people should have access to modern, affordable, dependable, and sustainable energy by the year 2030. The Kenyan government has pledged to work toward this goal.

The research took place in Nyeri County, which is home to the regional headquarters for all of Mount Kenya's counties. Because it served as the nerve center for all of KPLC's activities in the area, this particular region was hand-picked to ensure that all relevant data

was available for analysis. KPLC workers, customers, and suppliers in the Mount Kenya area were the intended recipients.

1.7 Limitations of the Study

Only the five-year operating term, from 2018–2023, was included in this analysis. The issue may have been better understood with a longer time frame as more bureaucratic dynamics could have been investigated. Leadership structure, interest groups, policy adherence, and the political climate were the primary areas of government bureaucracy examined in this research as they pertain to service delivery. Possible responder resistance, maybe owing to work schedule restrictions or a lack of interest in participating, was one of the anticipated obstacles. In order to resolve this, prior arrangements were made for appointments, along with guarantees of privacy and exclusivity for academic reasons.

Another limitation of the study was the researcher's intention to allocate only a two-week window for respondents to complete the questionnaire. This timeframe may not have afforded adequate time for accurate responses or for the researcher to gather all necessary data. Although research assistants were trained to deliver the surveys efficiently, the use of a drop-and-pick-later strategy may have affected response rates and data accuracy.

Lastly, the data collected comprised both quantitative and qualitative elements, potentially leading to oversimplification of the complex relationships among the variables under investigation.

1.8 Delimitation of the study

Only counties in the Mount Kenya region that are serviced by KPLC were considered for the research. The public services and bureaucracy functions outside this defined geographic area were not included in the research.

This study focused narrowly on exploring bureaucracy issues within KPLC as the sole public service provider. Other government or private utility providers in the Mount Kenya region were excluded from the investigation. The inquiry aimed to study the specific impacts of bureaucratic structures, administrative processes, and red tape within KPLC. Broader environmental, political, or socioeconomic variables affecting service delivery were not examined directly.

1.9 Assumptions of the Study

The following fundamental assumptions formed the basis of this study;

- i. That the research participants provided honest and accurate responses regarding their perceptions and experiences with bureaucracy issues within the Kenya Power company. There is an assumption of no intentional bias or dishonesty.
- ii. That the selected sample of Kenya Power employees and customers in the Mount Kenya region is reasonably representative of broader stakeholder perspectives and that findings can be cautiously extrapolated to generalize.
- iii. The research design assumes that differences in service delivery performance across geographic sub-regions primarily reflect the bureaucratic environment. Thus, it is assumed that other locality-based factors (income, education, infrastructure) do not substantially confound results.
- iv. In correlating bureaucracy characteristics with service delivery outcomes, it is assumed that the bureaucracy metrics reliably capture the true administrative environment. Any shortcomings in these metrics to accurately reflect internal organizational processes would limit validity of findings.

1.10 Operational Definition of key Terms

- Actors' Interests** This term refers to individuals, groups or organizations who have a stake in or benefit from an institution's outcomes. Their involvement arises from specialization and division of labour rather than democratic processes. In this study, actors' interests included their participation, decision-making, and communication channels related to the organization.
- Government Bureaucracy** This refers to an administrative model focused on efficient, accountable management of organizations and delivery of services. It also encompasses the non-elected officials who comprise a policy-making administrative body. In this research, bureaucracy included elements like leadership hierarchy, adherence to policies, as well as the political climate.
- Leadership Hierarchy** This describes the organizational power structure where authority, responsibilities and accountabilities are allocated to institutional roles based on rank and position. For this study, it relates to how power is employed, employee motivation methods, and delegation of duties.
- Policy Compliance** refers to the structure established by an organization to encourage employees to achieve specific goals in accordance with the organization's policies. In this study, policy compliance is defined as adherence to governance rules and regulations, work instructions, and employee hiring procedures.

Political Environment denotes the intricate network of human relationships that significantly influence power, control, or authority. In this research, the political environment specifically referred to the influence, control, power, or authority exerted by the national government.

Service Delivery encompasses the provision of services as expected by both consumers and employers. It involves carrying out tasks correctly and efficiently without sacrificing speed. It serves as a gauge of how effectively labour is utilized in production. This study evaluated service delivery based on effectiveness, efficiency, service turnaround time, and service quality.

State-owned Corporation refers to an entity in which the government or state holds full or majority ownership and exercises substantial control, whether for commercial purposes, regulatory functions, state agency roles, or strategic objectives. These entities are often known as Parastatals or State Corporations. In this study, State-owned corporation specifically will be KPLC Mount Kenya region.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section, researcher give out the foundational notions that are applicable to our investigation. Afterwards, a comprehensive literature analysis was provided on the topic of service delivery in connection to leadership hierarchy, actor interests, policy compliance, and the political climate. Additionally, the chapter provides a graphic representation of the conceptual framework-presented relationships between the study's variables.

2.2 Theoretical Literature Review

This study was anchored under the following theories to describe the variables of study; Bureaucratic Theory, Stakeholder Theory New Public Management Theory and Systems Theory

2.2.1 Bureaucratic Theory

Bureaucracy was first proposed by Weber (1978) in 1947 as an administrative model characterized by hierarchical authority, regular procedures for hiring, division of labor, and written norms and regulations. The model proposes a hierarchical organizational structure with well-defined rules to promote order and the efficient and effective attainment of organizational objectives via the use of technical expertise, objectivity, and professionalism. According to Omweri (2018), a bureaucratic structure is designed to be as efficient and successful as possible by instituting formal processes and a hierarchical system of power. Weber argues that the two most important factors in establishing a bureaucracy are the establishment of a hierarchical structure inside the organization and the creation of uniform rules to govern decision-making. An responsible, consistent, and productive pursuit of goals is made possible by these attributes for an organization adopting the bureaucratic paradigm.

The ability of social groups to remain cohesive while accomplishing their objectives effectively piqued the attention of sociologist Max Weber (Weber, 1978). In his view, bureaucracy functions best when there are well-defined positions of authority at all levels of the organization, when people follow established protocols, when tasks are divided up according to expertise, and when candidates are chosen using a consistent approach. The ultimate goal was to make big companies better at managing themselves, more efficient, and more accountable.

Organizational planning and centralized decision-making, according to this notion, are best laid out when a clear line of command has been established. By making cohesive judgments, instituting methodical discipline, and maintaining open lines of communication, the organizational hierarchy enables service delivery and fulfills its objective. Such a hierarchical structure depends substantially on the leadership style supported at the highest levels of management, although it may favorably impact an organization's success.

The efficacy and efficiency of service delivery are greatly impacted by the positive leadership influence that flows from upper management down through different levels of the organization, and the inverse is also true. This part is in line with Max Weber's theory, which is the first goal in looking at how the KPLC's operations in the Mount Kenya region are affected by the influence of leadership hierarchy within government bureaucracies on service delivery (Knill & Grohs, 2015).

Compliance with policies is crucial to providing high-quality services, according to Weber's thesis. When it comes to things like selection procedures, professionalism, and job instructions, there is a set of rules and regulations that must be followed. This is called policy adherence. Institutional staff are obligated to conform to standards and organizational order as outlined by these rules. Although these principles provide structure,

it's important to remember that Weber's theory advocates for their rigid implementation, which may have negative outcomes (Knill & Grohs, 2015).

Some people think that Weber's theory is flawed because it places too much emphasis on bureaucratic authority, which may cause corruption, inefficiency, and poor service delivery.

To reduce the likelihood of this kind of abuse of power, which often helps some interests at the cost of others, a more nuanced view of leadership dynamics is necessary (Chilunjika & Mutizwa, 2019; Dunleavy, Congleton, Grofman & Voigt, 2019).

Omweri (2018) contends that although bureaucracy may enhance efficiency in big companies, it can impede service delivery via restricting innovation and creativity when it is too inflexible with rules and norms. The release of energy, sparking of creativity, motivation of personnel, growth of productivity, and, in the end, improvement of services may result from well-structured leadership hierarchies and flexible rules (Omweri, 2018).

While some bureaucracy may provide much-needed structure, an excess of strictness has the opposite effect. Because of this, the Mount Kenya area of the KPLC will be the focus of an evaluation using Weber's bureaucratic theory to determine the effects of leadership hierarchies and policy adherence on service performance.

2.2.2 Stakeholder Theory

In 1984, Edward Freeman put out the Stakeholder hypothesis, which posits that all persons affected by a company's activities are stakeholders. According to Freeman (2010), building connections among companies, their workers, customers, investors, and everyone else with a stake in the firm is crucial. Organizations should prioritize meeting the different requirements of all stakeholders, not just shareholders, in order to generate value for them via improved service delivery (Kinyua, 2016).

Customers, governments, investors, and workers are all considered stakeholders in state-owned businesses, suggesting that stakeholders might originate from within or outside the

company (Chege, 2019). Decisions on the supply and delivery of services are heavily impacted by stakeholders. Consequently, it is essential to conduct a comprehensive analysis of stakeholders to determine their impact, viewpoints, and contributions regarding service delivery issues. In order to attain organizational objectives, it is crucial to understand the demands of stakeholders and incorporate their insights into policy design for efficient and effective service delivery (Kinyua, 2016).

When it comes to organization customers' stakeholder participation, Weber's bureaucratic theory falls short. The idea fails to address the question of how actively or passively stakeholders are involved. It is time-consuming and expensive to interact with large businesses like KPLC because of the large number of stakeholders. But for state-owned businesses to make good decisions and provide good services, Omweri (2018) says that stakeholders must be included at every step.

The process of choosing who to include, however, must be democratic and legitimate (Kornberger et al., 2017). This guarantees that all consumer demands are taken into consideration, rather than only a select few. The significance of considering many interests is emphasized by Freeman's stakeholder theory. Therefore, the Mount Kenya area operations of KPLC may benefit from stakeholder theory's evaluation of the effects of stakeholder attention on service delivery.

2.2.3 New Public Management Theory

During the years 1980–1990, when neoliberal ideology was on the rise in the US and UK, influenced by so-called "new right intellectuals" (Simonet, 2014), the New Public Management Theory (NPM) came into being. According to Barzelay (2002), Hood (1991) advocated NPM as a means of reorganizing the government to be more efficient and cost-effective. The authors Rahman, Liberman, Giedraitis, and Akhter (2013) outlined a plan to solve the alleged inefficiencies inside state-owned firms, increase regulatory accountability

and transparency, and reduce the influence of public service trade unions by incorporating private sector concepts.

Commonly linked with economic rationalism are the goals of NPM, which include improving public service quality while cutting costs and increasing efficiency in government operations (Mongkol, 2011). The idea behind the argument is that governmental bureaucracies, with their monopoly on power, are inherently inefficient and should be reformed (Andrews & Van de Walle, 2013). According to Hood (1991), as quoted in Baguma (2017) and Wagana (2017), NPM represents a change from conventional public administration procedures by highlighting the incorporation of private sector methodology and concepts.

Establishing autonomous agencies, reorganizing strategically, being fiscally responsible, introducing competition to public services, being responsive to clients, and promoting openness, accountability, inclusivity, productivity, and better service delivery are all parts of this theory of public sector governance (Baguma, 2017; Zungura, 2014).

The New Management Theory views the public sector as a marketplace for productivity, with managerialism being advocated as a governance technique to achieve productivity increases. This is shown by Gumede and Dipholo (2014), as mentioned in Wagana (2017). Public service responsiveness, efficiency, effectiveness, transparency, inclusion, accountability, efficiency, effectiveness, and value for taxpayers' money are some of the goals of this approach (Ekundayo, 2017). Organizations may increase their income and motivate their staff to work more by offering incentives. Additionally, corporations place a premium on ethical standards of behavior (Dunleavy et al., 1997).

Because of its emphasis on the interplay between government bureaucracy and service delivery characteristics, the New Public Management Theory is pertinent to this research. Public service procedures are encouraged to be accountable, transparent, effective, and

responsive according to this philosophy. To make government officials and service providers more answerable and responsible, it proposes bringing market principles and practices into the public sector (Mongkol, 2011; Hughes, 2012). According to Matei and Antonie (2013), State-owned firms are closely monitored for performance under the New Public Management Theory, which focuses on outcomes.

2.2.4 Systems Theory

In the field of social science, system theory is known as social system theory. According to Wilkinson and Fay (2011), the hypothesis was first out by Ludwig von Bertalanffy in 1940. All parts of the system should work together to support the whole, as the theory states. The idea explains the interconnectedness of all the parts and how they contribute to the whole. The success or failure of an organization is heavily dependent on its individual components. According to system theory, a business is best understood as a system, with many interdependent subsystems. The system is examined via the examination of its inputs, outputs, and outcomes.

Establishing the process that demonstrates the link between the components and the way the product or end-user customers move through the system is crucial to guaranteeing the success of an organization. Flexible, efficient, and integrated systems are the result of well-designed procedures that are based on intended outputs and goals. To sell their wares to customers, businesses rely on factors both within and outside the company. A measure of an organization's effectiveness based on long-term development or sustainability is provided by the system theory method, an external standard (Saylor, 2014).

All parts of the chain of command, including the interests of the players, the observance of policies, and outside influences like the political climate, came together to produce the final product of service delivery. Their efficiency, timeliness, and contentment with the service they received were all signs of their efficacy and successful implementation. How

successfully it satiated customer demands was the yardstick by which its efficacy was evaluated. The likelihood of achieving the intended result was dependent on each and every part of the organization. As a result, problems with any one part of the system will affect the whole. Therefore, in order to achieve the ultimate aim or provide superior service, all the parts must work in harmony with one another.

Accordingly, systems theory incorporates elements from the aforementioned theories, such as bureaucratic theory (which emphasized leadership hierarchy and policy compliance), stakeholder theory (which emphasized the impact of actors' interests), and new public management theory (which emphasized government bureaucracy).

Government bureaucracy, leadership hierarchy, actor interests, policy compliance, and the political climate are the components that, according to systems theory, contribute to successful service delivery. Accordingly, the research on service delivery at the KPLC in the Mount Kenya Region may make use of systems theory to include several factors, such as leadership hierarchy, actors' interests, policy compliance, and the political context.

2.3 Empirical Review

The effects of government red tape on service delivery are the subject of this research investigation. This research intends to fill a gap in the literature by analyzing the relationships between service delivery, leadership structure, stakeholder interests, policy compliance, and the political climate. There are disparities in the settings and approaches employed by various researchers, as shown in the review. Furthermore, it emphasizes actions done by other nations to enhance the provision of services by state-owned enterprises.

2.1.1 Leadership Hierarchy and Service Delivery

At the core of any bureaucracy and every nation's level of progress is its leadership structure. The choices, policies, and goals of the institutions of a state that is well-endowed

with influential and exceptional leadership are polished (Bächtiger et al., 2018). An effective leadership structure clearly displays the chain of command, which facilitates discipline, information flow, and decision-making. The decision-making process is controlled by top management in the hierarchy (Turkalj & Fosić, 2009).

Consequently, the rate of decision-making is impacted by how an organization's structure impacts the flow regarding data within as well as outside the company (Jung & Kim, 2013).

While a hierarchical leadership structure ensures that everyone follows the rules and regulations, which can be readily changed in the event of a replacement, it limits creativity and makes it hard to avoid micromanaging (Ngorobi, 2015). This has opened the door for corrupt officials in Bangladesh to take advantage of the power structure, leading to inefficiency, favoritism, nepotism, and bribery, all of which cause the general public to suffer (Chilunjika & Mutizwa, 2019).

The authority, delegation, and motivation of higher-ups in an organization's leadership structure are hallmarks of its hierarchical structure. The efficiency with which services are provided is dependent on the leadership's abilities in the areas of planning, executing, interpersonal interactions, characteristics, and control. It is important for a leader to provide a good example for their staff to follow. According to Mwenje (2016), an environment of trust, objectivity, transparency, openness, and shared goals is established when leaders treat their staff properly.

Powers are granted to the heads of state-owned businesses to help carry out the directives. Success or failure in carrying out the directives is dependent on the leaders' interpersonal and managerial abilities (Yukl, 2008). Employee motivation is influenced by the leadership style that a company uses (Kolil et al., 2019). According to Fiaz, Su, and Saqib (2017), leaders might take an authoritarian, democratic, or hands-off approach. Leaders who use a

democratic style of leadership inspire their employees to do their best, which in turn makes customers happier with the service they get (Fiaz, Su & Saqib, 2017).

Additionally, Twanga (2016) bolsters the idea that leadership styles impact the way a company provides its services. The leadership style of an organization's executives determines the level of inspiration that workers feel (Fiaz, Su & Saqib, 2017). In carrying out their duty, leaders should make use of the authority bestowed upon them. According to Rajasekar (2014), a business leader is answerable for the actions and output of their staff via tasks such as task delegation, process alignment, employee motivation, strategy promotion, and organizational structure optimization.

In order to convey the enterprise's strategy successfully, leaders must include their staff in decision-making, problem-solving, and the creation of work plans (Ates, Garengo, Cocca & Bititci, 2013). This makes sure that everyone on staff is committed to the mission and knows their role. Plus, it gives the boss a chance to inspire his or her staff by tapping into their insights on how to provide excellent customer service (Orazi, Turrini & Valotti, 2013). Employees may be encouraged to take initiative by having a say in their own work schedules, goals, and disciplinary measures, as well as by receiving regular feedback on their performance. The effectiveness of leadership is of utmost significance since it is a critical component in achieving the expected levels of service delivery, the end goal of any business.

In their study of three mainland Chinese SOCs—Company A, Company B, and Hotel X—Huang and Snell (2003) discovered that corrupt practices—such as the appointment of executives based on personal connections rather than merit—led to a dysfunctional SOC characterized by "sleeping" executives who failed to carry out their responsibilities. To develop a virtue-oriented moral climate in SOCs, the one essential is leadership that has professional knowledge, political abilities, and moral integrity. However, this kind of

leadership is uncommon in Chinese SOCs (Huang and Snell, 2003). Furthermore, private firms are better equipped to cultivate lasting virtue than SOCs, which is essential for broader political, social, economic, and structural transformation. However, this research will investigate what Huang and Snell (2003) neglected to do: how leadership hierarchy, actors' incentives, and policy compliance impact the services provided by SOCs.

Donkor and Zhou (2019) applied complexity leadership theory to self-organizing communities (SOCs) in Ghana. They analyzed bureaucratic leadership hierarchies and how they relate to adaptive leadership, as well as how SOCs in Ghana can benefit from dynamism to improve their performance. Complex leadership, according to Donkor and Zhou (2019), explains how informal organizational dynamics sync to promote improved operations of SOCs by combining adaptive systems leadership behavior in bureaucratic hierarchical structure. In addition, according to Donkor and Zhou (2019), emerging nations in the modern era need for a sophisticated adaptive system to address their demands, rather than the bureaucratic, top-down approach of the industrial era. While the previous research by Donkor and Zhou (2019) mostly focused on SOCs in Ghana, this study will examine how top-down control, a leadership hierarchy, affects service delivery in Kenyan SOCs.

With a particular emphasis on the Rural Electrification Authority of Kenya, Riziki (2018) performed study on the variables impacting service performance in SOCs in Kenya. Communication, organizational structure, and knowledge skills were some of the aspects taken into account in the research, which aimed to survey thirteen participants. The results showed that service delivery was impacted by factors related to organizational structure and communication. Yet, the provision of services was unaffected by knowledge and expertise. Unfortunately, the aspects of policy compliance and the hierarchy of leadership that this research aims to investigate were not addressed by Riziki (2018). In addition, the sample size was insufficient to draw firm findings; nevertheless, 380 participants from KPLC

suppliers, end-user customers, and staff in the Mount Kenya area would be polled in the present research.

In 2016, Mutegi and Ombui investigated what goes wrong with SOCs in Kenya. They zeroed focused on the impact of leadership integrity on SOC performance in Kenya and the degree to which transparency impacted SOE organizational performance. A descriptive survey design was used by Mutegi and Ombui. Inadequate performance management connected SOC performance to national growth objectives and failed to sufficiently relate individual performance to SOC performance, according to the analysis of the collected observations. In order to improve performance and productivity, Mutegi and Ombui (2016) suggested that SOCs should lead with quality by being transparent and accountable, and by including workers in decision-making processes.

Furthermore, it is advocated by Mutegi and Ombui (2016) that executives should be led by principles of good ethical conduct, set a good example for their staff to follow, and urge them to do the same. In addition, the research cited the government's law enforcement agencies as having a heavy responsibility to root out dishonest investigators and fight corruption in the justice system. Hierarchy in leadership and its effects on authority, staff morale, and task distribution are the foci of the present research.

2.3.2 Actors' Interest and Service Delivery

To protect their interests, actors work to create conditions in which they may influence policymaking that affects their ability to make a living and the quality of services they provide (Motieri & Minja, 2019). In order to get everyone's thoughts, feelings, and opinions on a certain issue across, it's important to include all the local and worldwide actors in a project. A well-informed decision-making process, simple information flow, and productive collaborations are the desired outcomes (Motieri & Minja, 2019). Involving actors in decision-making and providing a survey feedback mechanism for customers to voice their

issues are two ways to show actors' interest. In the event that there was a holdup in service delivery because of technological difficulties, these complaints will be handled quickly so that better communication can resolve those (Motieri & Minja, 2019).

Addressing the requirements and recommendations of key recipients and all workers who enable the provision of services is crucial for achieving appropriate levels of service delivery (Muli, 2014). Better service delivery would emerge from addressing problems, such as those related to customers' experiences in obtaining the services, since institutions would be responding to customers' stated requirements based on concrete feedback (Muli, 2014).

In South Africa, for instance, there was a public outcry over the state of provision of services by the government agencies in regard to water, electricity, and sanitation (Lolwana, 2016). Mass property devastation and casualties occurred as a result of the subsequent violent demonstrations. Government service delivery was characterized by public complaints of bureaucracy, slowness, ineffectiveness, and inefficiency. In an effort to better its public services in the wake of the demonstrations, the government sponsored a poll to learn more about what its citizens want (Zubane, 2011).

Regardless of the polls, a research conducted by Lolwana (2016) revealed that demonstrations related to service delivery were on the rise and were even becoming violent. Matebesi (2017) found, however, that customers' viewpoints on what they thought was ideal service delivery were not adequately engaged with, leading to rising protests about service delivery. Planning the delivery of services does not take customers' and citizens' concerns and interests into account as they are not actively involved in the decision-making process (Beyers, 2016).

It was crucial to strengthen the parts that include and bring on board all the actors in various capacities so that choices about service delivery may be founded on evidence. Knowledge

transmission, lobbying, and advocacy may all take place when all Actors are involved (Civera, De Colle & Casalegno, 2019). Because reaching a choice takes time, including all the actors might be a pain (Fox, 2014). Despite the dangers it presents, its significance outweighs them. It makes it easier for everyone to express what they want to accomplish and fosters a sense of unity and ownership in the process. Thus, it is crucial to provide a platform where the actors may share information and tackle service delivery difficulties in real-time (Stoker, 2006).

In an effort to shed light on the topic, Masiya, David, and Mazenda (2019) set out to investigate the effects of complete public engagement on service delivery in South Africa. Twelve focus groups were used in the qualitative investigation. The findings demonstrated that public involvement affected service provision; for example, low engagement led to inadequate input, which in turn led to subpar service. According to the research, the best way to improve service delivery across the board is for the Cape Town Municipal Council to foster collaboration among all of its constituents.

Masiya, David, and Mazenda (2019) still didn't assess how well those routes of communication and decision-making worked. This research aims to refine and enhance the previous one's use of structural equation modeling and factor analysis for its analysis. Multiple linear regression analysis was used in this investigation. This research will use a descriptive, cross-sectional, and explanatory design since the previous inquiry's descriptive survey approach was deemed unsatisfactory.

The interaction of actors in Indonesia's WASH program was the subject of a study by Wijaya (2019). Eight major actors from the Indonesia-Netherlands WASH initiative participated in the study, which used a meta-evaluation technique. According to the research, all Actors, both national and local, have come to trust and cooperate with Dutch NGOs. The constant exchange of data and insights gained during the project's execution

made this feasible. In addition, all the sectors and players were involved in an active forum to debate WASH challenges. The success of the program was enhanced by this level of participation. This research will fill any knowledge vacuum as it concentrated on NGO structures, which are distinct from government institutions.

In a study that took place in Ghana, Ohemeng, Obuobisa and Amoako-Asiedu (2020) surveyed the impact of employee engagement on task performance among SOCs in the power sector. SOCs were purposively selected and their employees cross-sectionally surveyed, with regression analysis providing the connection between engagement and performance of task by employees. The survey concluded that essentially, employee engagement on the basis of vigour was significant compared to absorption and dedication and positively influence state-owned enterprise task performance in the power sector in Ghana.

Ohemeng et al. (2020) neglected employee input into decision-making and communication channels in favor of a limited emphasis on employee involvement. Also, since it didn't include suppliers and industry regulatory organizations, the target population was only somewhat representative. This study aims to fill a known knowledge vacuum by include suppliers and end-user customers in its target demographic, in addition to workers of the chosen SOCs (KPLC).

Research on the relationship between staff engagement and service delivery at Nairobi Water & Sewerage Company was conducted by Motieri and Minja (2019). Their study approach was a descriptive research design, and they chose 148 workers as their sample. The study's findings validated the favorable impact of staff engagement on service delivery. According to the study, there is a strong correlation between employee participation and the outcomes of decisions. This includes letting employees directly participate, including them

in creating the work plan, delegating tasks, encouraging employees to set personal goals, and including them in the decision-making process.

The present study aimed to determine the impact of actors' engagement, involvement in decision-making processes, and promptness of communication channels in SOCs in the energy sector, in contrast to Motieri and Minja's (2019) water sector research. The study also used multiple linear regression analysis to get over the problem of using correlational analysis, which doesn't reveal which way the studied phenomena were causally related.

A case study of Rural Electrification Authority (REA, now REREC) was examined by Barongo (2018) to determine the elements impacting service delivery in SOCs. This research looked at the effects of communication on SOC service delivery. A total of 97 REA vendors and 13 REA customer service representatives were the intended recipients. To put the plan into action, Barongo referred to a descriptive research design. According to the results of this investigation, the quality of the services provided by REA to the actors was significantly impacted by communication.

Therefore, according to Barongo (2018), it is essential to use multiple channels of communication to educate, inform, and persuade end-user consumers. Management should prioritize the use of vertical, upward, and horizontal channels of communication to promptly inform upper-level managers about SOE activities and performance. Additionally, face-to-face communication can be used to clarify or disagree on difficult messages, or to enhance individual participation in providing quality service. This study aims to fill the gap left by Barongo's (2018) research by include the perspectives of end-user customers.

2.3.3 Policy Compliance and Service Delivery

Policymaking and its execution are significantly impacted by government bureaucracy (Onyekwelu, Okpalibekwe & Dike, 2015). Everything that needs doing, how to accomplish it, and who stands to gain from it are laid out here. The fundamental elements of every

formal organization are its rules and regulations, which lay out the expectations placed on staff members (Knill & Grohs, 2015). The reporting systems and job instructions of a nation are shaped by its bureaucratic frameworks (Olsen, 2006).

Government bureaucracy is concerned with parts of the hiring process, laws, and job instructions that pertain to policy compliance (Olsen, 2006). Institutions are compelled to adhere to the established policy by government bureaucracy (Knill & Grohs, 2015). In order to solve problems related to service delivery, it is critical to follow the rules set up to control the hiring of qualified staff who can plan to achieve the company's objectives, which are to satisfy the customers.

According to Olsen (2006), rules and regulations provide detailed instructions on how to carry out one's responsibilities and how to see work in general. They help keep everyone on the same page and provide direction within a company (Knill & Grohs, 2015). Employees' actions and demeanor inside the organization are governed by technical and behavioral standards, which define boundaries between what is acceptable and what is not. Administrative efficiency is maximized in bureaucratic enterprises by means of a formalized system that consists of a collection of rules and regulations as well as job instructions (Onyekwelu, Okpalibekwe & Dike, 2015).

According to Alvinus (2012), the degree of flexibility in addressing conditions is influenced by the rules and regulations of an institution, which in turn affect the supply of services. In a time crunch, bureaucratic SOCs that strictly adhere to these rules and regulations usually wind up making things worse (Alvinus, 2012). To maintain order, government entities have restrictions. However, getting their services requires a lot of bureaucratic red tape.

Take Ghana as an example. There are a lot of bureaucratic hoops to go through before you can get your hands on public services like water and power. These are tedious processes

that annoy customers to the point that they stop trying to find the services (Alornyeku, 2011). Corruption takes the shape of a "facilitation fee" because the public is compelled to participate in order to speed things ahead.

Work instructions provide a detailed description of how to do a task. Work instructions are infused with rules and restrictions, according to Weylandt and Anti (2016). The rules and regulations that apply to this SOC serve as the foundation for these instructions. The fundamental purpose of work instructions is to ensure that workers carry out their jobs in accordance with the standards set by the SOCs. As a result, they will be able to operate more efficiently, consistently provide better service, and adhere to all rules and regulations (Ferrell & Fraedrich, 2016).

As long as they are in line with the laws and regulations of the business, work instructions may be utilized to create personal work plans and objectives that efficiently and successfully supply the services that are desired (Ferrell & Fraedrich, 2016). This gives you an idea of what's functioning and what needs fixing. In order to prevent mistakes that might compromise service delivery, work instructions are crucial for directing personnel as they do their jobs (Ferrell & Fraedrich, 2016).

Uniform and directed procedures and activities completed are another way work instructions guarantee service consistency (Freeman, 2000). In addition, they help spot errors and hazards, and they make it easier to follow laws and regulations that might affect service delivery (Freeman, 2000).

Work instructions are roadmaps that help an institution achieve the desired outcomes by ensuring efficiency, consistency and predictability in provision of services (Warren, 2017). Therefore, work instructions should be in written form and followed by everyone (Roper & Schoenberger - Orgad, 2011). The formation of work instructions should allow for the employees to air their opinions on what facilitates offering of better services. However,

bureaucratic organizations have been characterized by rigidity in work instructions. The strict adherence to rules, regulations and work instructions has sometimes led to the delay of services (Aliyu & Idris, 2016).

The restrictions and guidelines are unjust since they only apply to a small group of people. For instance, Atieno (2009) argues that nominations in SOCs are rooted in corruption, cronyism, and nepotism. Historically, political supporters would be rewarded with high-ranking jobs in state-owned firms (Atieno, 2009). The professional personnel of government agencies allowed them to provide excellent service and run smoothly overall. State corporate management's efficacy and efficiency are highly dependent on the people's abilities (Chouhan & Srivastava, 2014).

Hiring competent employees who are able to meet customer expectations is crucial for any business that want to address service delivery issues (Atieno, 2009). Employees require appropriate technical expertise to make sound judgments and meet or surpass goals (Atieno, 2009). In Kenya, nepotism and political favoritism, rather than merit, may determine who serves on the boards of state-owned firms (Atieno, 2009; Njagi, 2016). If state-owned businesses continued to hire individuals without the necessary skills and education, they would inevitably fail.

Research by Ileri (2016) examined the efficacy of SOC BOD(BOD) nominations in light of the applicable regulatory and legal environment. A survey with 300 participants served as the sample for this qualitative investigation. According to the investigation, the SOE board members who were questioned did not possess the necessary education, professional qualifications, or work experience. The management abilities and morale of the staff are significantly impacted, which in turn impacts service delivery.

Little or no relevant expertise was taken into account; the selection was based on favoritism, ethnicity, and political favors (Ileri, 2016). It is impossible to disregard the impact of the

current government's practice of rewarding political allies, even when the regulations that regulate the selection process may have been followed (Atieno, 2009). Ireri (2016) set out to clarify the connection between corporate governance and the selection of board of directors. On the other hand, the present investigation focused on the recruitment procedure and its impact on service provision.

Njenga (2011) conducted research on the tactics used by KPLC to lessen non-technical power losses. The study aimed to identify the different tactics utilized and the variables that impact these losses. The study collected qualitative research data using a case study methodology and then utilized content analysis to identify themes from the collected observations. According to the study's findings, customers—including those who were helped by KPLC staff—were responsible for non-technical power losses. This discovery shows that certain KPLC personnel broke the code of conduct by covering up and helping with anomalies, which led to non-technical energy losses when their services were delivered. But the purpose of this research was to find out how KPLC's policies and procedures affected the achievement of excellent service delivery for customers.

2.3.4 Political Environment and Service Delivery

The domain that has influence on the administration of government from higher-level government or politicians is called the political environment (Usang & Salim, 2016). In the context of SOCs, "political environment" is the extent to which elected officials influence decision-making, operations, and administration in a manner that serves their own personal or party's interests (Rothstein & Teorell, 2008). Even if the government bureaucracy is crucial for policymaking, national politics have a significant impact on it (Agboola, 2016). Government action has a significant impact on the efficiency of service delivery. Through its power and authority, the government has the ability to regulate or affect SOCs' service trajectories, leadership, and policy compliance. In their quest to become self-serving

stewards rather than solve the issues faced by their people, governments worldwide are failing their communities, according to Ferguson (2019). Despite this, they are paying themselves handsomely. Public sector organizations' service delivery is heavily impacted by the ideology and intended legacies of the prevailing political parties in power (Ferguson, 2019). The main party's control or influence affects the service delivery.

A study conducted by Bruton, Peng, Ahlstrom, Stan and Xu (2015) examined SOCs as hybrid organizations globally. The researchers surveyed 23 SOCs from various countries, including China, USA, Japan, Russia, Switzerland, and France. Spain and Brazil. Bruton et al. (2015) pointed out that modern SOCs are more accurately described as hybrid organizations, including elements of both public and private sectors in terms of control and ownership. Bruton et al. (2015) states that some of the biggest companies in the world, accounting for almost 10% of the global GDP, exhibit a hybrid character that needs further study because of its adaptable and long-lasting organizational shape. Supporting the arguments put out by Bruton et al. (2015), this research set out to provide empirical proof of how the political climate affects service performance in Kenyan state enterprises.

Dlamini (2017) also notes that political infighting hinders service delivery in South African local governments. The research used a purposive sample technique to choose its seventy-one subjects. The results of this investigation proved that the municipal level of service delivery was substantially impacted by intra-party political infighting. Poor resource management and corruption were shown to have their roots in political infighting, according to the research. The study's authors argued that there should be defined boundaries and limits placed on the political atmosphere in local governments. Separating the current administration, politicians, and public servants is never an easy task..

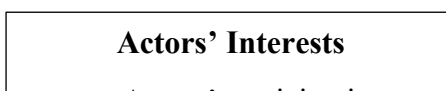
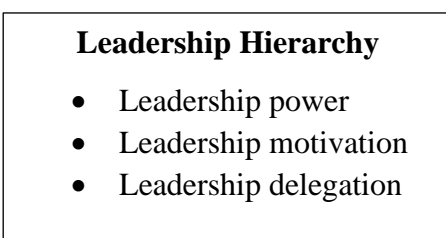
Once again, according to Ireri's (2016) research on the efficacy of SOC BOD nominations in light of the existing legal and regulatory framework, it was determined that SOC

personnel serve the interests of the president and hence do not have much freedom to operate as they want while on the job. Additional findings from the investigation confirmed that the president's influence was substantial and that he dictates strategy to the board of directors. Poor service delivery owing to mismanagement and catering to the interests of the privileged few at the expense of the masses was another consequence of appointing unskilled individuals without technical knowledge to any agency. The government of today sometimes provides services without considering the people's wants, which impacts the quality of such services. The SOCs may have financial difficulties and be unable to provide services as a result of the meddling (Usang & Salim, 2016).

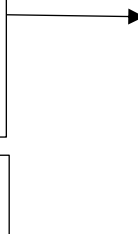
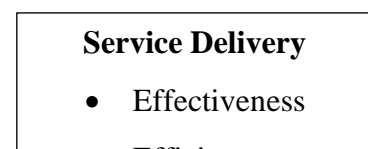
2.4 Conceptual Framework

The links between the important variables chosen for a research may be graphically represented by a conceptual framework (Tamene, 2016). Within the framework of the research questions, it lays out the expected relationships and influences of the selected ideas and components.

Independent Variables



Dependent Variable



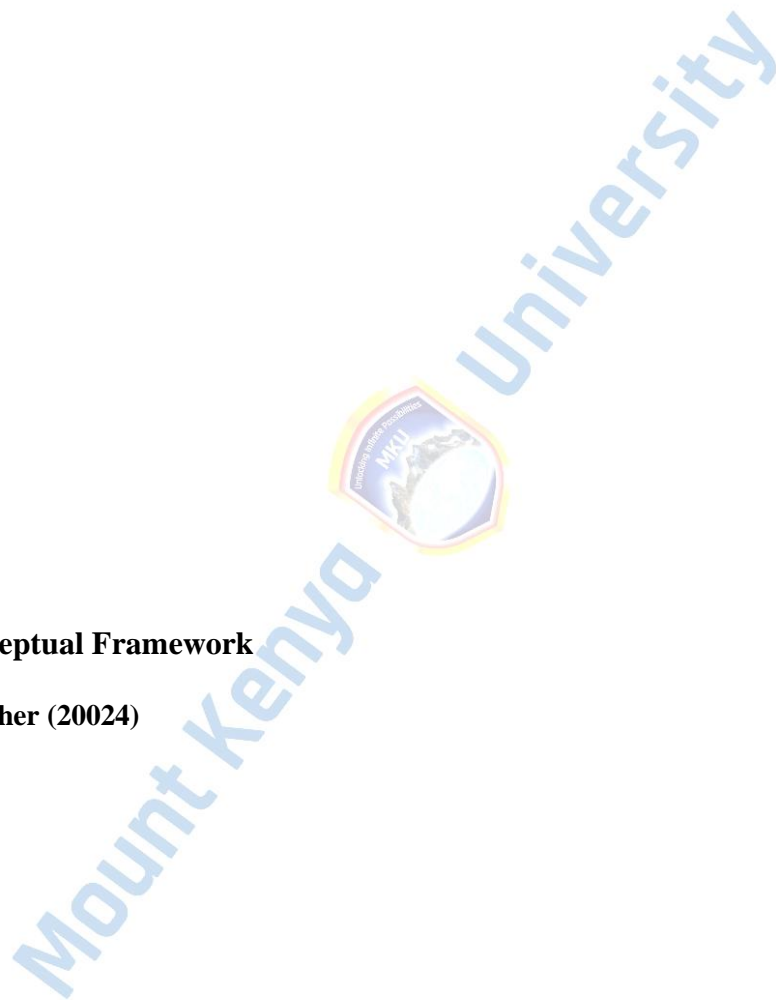


Figure 1: Conceptual Framework

Source: Researcher (20024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the study's methodology, including the research approach and procedures. In particular, it covers topics like research methodology, study design, location, population of interest, sampling strategy, sample size and selection, data gathering instruments, validation processes for instruments, reliability evaluation, protocols for data gathering and analysis, and ethical considerations.

3.2 Research methodology

According to Andriukaitienė et al. (2018), a research methodology lays out the steps to be taken in order to gather, evaluate, and use data in order to understand the phenomena being studied. To carry out thorough investigation in the social sciences, this study used mixed methodologies, which combine quantitative and qualitative approaches as needed (Morgan, 2014). The rationale for using a mixed-methods approach is that it compensates for the limitations of both quantitative and qualitative approaches. Numbers are provided by quantitative data, but no background information is included. Results from qualitative studies may be more subjective, but they provide more context. When taken as a whole, they provide a fair assessment (Manzoor, 2020).

3.3 Research Design

A research design is a blueprint for answering the research questions (Kothari, 2014). Triangulation was used to increase the validity of the results in this study, which used cross-sectional survey data with a mix of explanatory and descriptive methods. Gliner et al. (2011) noted that descriptive non-experimental designs are effective in preventing bias since they gather data in an unbiased manner without modifying the environment. To neutrally describe individuals, groups, places, or things, descriptive designs are useful (Ritchie &

Ormston, 2003). Properly summing up the current situation in the KPLC Mount Kenya Region, these characteristics allow for extrapolation..

Additionally, explanatory quasi-experimental designs are highly applicable in social sciences for determining causal relationships between variables (Kothari, 2014). The explanatory component assessed the causal links between the chosen variables and how they drive outcomes. Blending descriptive and explanatory aspects will allow well-rounded data collection.

3.4 Location of the Study

Nyeri County, site of the KPLC Mount Kenya Region headquarters, was the site of this inquiry. At KPLC's regional headquarters, in close collaboration with upper-level management, the policy direction that determined the region's operations was developed, making this location special.

3.5 Target population

The researcher's intended study population could include everything from events and groups of individuals to items and situations (Kyalo et al., 2015). The key offices of KPLC Mount Kenya area were the intended subjects of this study, which surveyed regional operational staff, junior-level managers, and senior-level managers. The survey also covered suppliers and end-user customers who are linked with KPLC and operate out of their individual headquarters. We polled these groups because we felt they had a good grasp of the ins and outs of the KPLC Mount Kenya region's bureaucracy and how services are provided to the public. The tabulated data shows that 717 persons made up the entire population examined in this research.

Table 1: Target Population

Section/level	Target Population	Percent
Senior Level Management	20	2.8

Junior level Management	86	12
Operations Personnel	211	29.4
Suppliers	76	10.6
Selected End-User Consumers	324	45.2
Total	717	100

Source: KPLC Annual Report, (F/Y 2021/22)

3.6 Sampling Procedures and Sample Size

Researchers use sampling when they choose a subgroup of a community to study (Saunders et al., 2009; Rahi, 2017). Finding and selecting a sample that is statistically representative of the whole population allows one to draw conclusions about the population as a whole based on the findings in the sample (Saunders et al., 2009; Taherdoost, 2016). Instead of gathering data from every single person in a community, researchers may examine patterns in a smaller group and extrapolate those findings to the whole population.

Using the method for calculating sample size proposed by Yamane (1967) and subsequently used by Chewa, Minja and Njoroge (2023), the survey's sample size was decided.

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

Where:

n = Size of the sample

N = Size of population

e = error term (which for this study was 0.05)

Hence

$$\begin{aligned} N &= \frac{717}{1 + 717(0.05)^2} \\ &= \frac{717}{2.7925} \\ &= 256.7 \end{aligned}$$

The study sample size was 257 respondents

A two-step sample process including proportional stratified sampling and random sampling was used to choose the individuals. In order to guarantee that the subjects selected from each category were really representative of the population, the first step was to use proportional stratified sampling. Here are the tabulated results of the distribution of the sample obtained in the first stage.

Table 2: Sample size

Section/level	Target Population	Sample size	Percent
Senior Level Management	20	7	2.8
Junior level Management	86	31	12
Operations Personnel	211	76	29.4
Suppliers	76	27	10.6
Selected End-User Consumers	324	116	45.2
Total	717	257	100

Source: Researcher (2024)

3.7 Construction of Research Instruments

A semi-structured questionnaire, a popular tool for collecting empirical information needed to test hypotheses and make conclusions, was used to obtain primary data in a survey (Kothari, 2014). In order to collect both broad and detailed information, the questionnaire was split into two primary parts. The five-question general information portion aimed to glean key facts about the study's participants. In keeping with the aims of the study, the particular information part sought opinions and details on the research variables' observable features.

Leadership structure, interest groups, policy adherence, political climate, and service provision were further segmented under the particular information area. In order to acquire

the quantitative data necessary for testing the hypotheses, the majority of the questionnaire items were closed-ended and used a five-point Likert scale. In order to supplement the data collected from the closed-ended questions, a minor section of the survey included open-ended questions.

3.8 Testing for Validity and Reliability

3.8.1 Validity of Study Instruments

How well an assessment or set of questions assesses its intended constructs is the primary concern of validity researchers (Drost, 2011). To put it simply, validity is a measure of how well a research instrument generates useful insights from the data collected (Drost, 2011). Considerations such as the testing instrument's overall look, readability, uniformity in style and formatting, clarity of language, and practicality are taken into account when assessing face validity. How well a given collection of questions captures the essence of the concept being measured is the main focus of content validity (Taherdoost, 2016; Yusoff, 2019). One measure of a theoretical notion or construct's efficacy and applicability in a certain setting is its construct validity.

Expert opinion, including feedback from supervisors and other faculty members, was the main means of confirming the face validity. Furthermore, the researcher meticulously reviewed relevant conceptual and contextual literature, led by the study variables, to guarantee construct and content validity.

3.8.2 Reliability of Study Instruments

The degree to which an instrument maintains its original performance when used several times is known as its reliability (Wambugu et al., 2015). It has to do with how well an instrument consistently measures various variables (Drost, 2011). Ten percent of the workers, suppliers, and end-users who were part of the chosen samples participated in a pilot research to check that the data collecting tool's items were internally consistent. A

reliability criterion for a research instrument, according to Cooper and Schindler (2010), is a Cronbach's Alpha index value of 0.70. Using Cronbach's Alpha Coefficient, we will statistically analyze the items' internal consistency for each study variable.

3.9 Data Collection Methods and Procedures

Data collection authorization was sought from Mount Kenya University's directorate of postgraduate studies. The NACOSTI was also consulted in order to get consent to gather information from state-owned enterprises. The appropriate functional heads at the three KPLC target institutions approved contact with the chosen responders. The next step was to physically distribute the self-administered questionnaire. Respondents were then given two weeks to complete it according to the instructions provided with the instrument. The research tool's administration made it easy to collect qualitative and quantitative data that was vital for reaching the study's goals.

3.10 Data Analysis Techniques and Procedures

Multiple procedures, including compilation, sorting, editing, categorization, and coding, were used to transform data collected from the main survey. An automated data analysis program called SPSS version 27 was used to examine the data. We used M, standard deviation, mean, and variance, among other descriptive statistics. Also, to find out how the independent variables affected the dependent one, we used inferential statistics like regression analysis and Pearson's correlation. With the use of tables, charts, and graphs, the study's results were presented.

The regression model for the study is represented as follows:

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

Where:

Y denotes the level of service delivery.

β_0 represents the y-intercept (constant) which has negligible influence on the model.

β_1 to β_4 represent the slopes indicating the degree of change in firm service delivery, as the independent variables (X_1 to X_4) change by one unit.

X_1 corresponds to Leadership hierarchy, X_2 to Actors' interest, X_3 to Policy compliance, and X_4 to Political environment

while ε represents the error term.

ANOVA using F statistics at a 95% confidence level was used to evaluate the model's significance. R^2 , or the coefficient of determination, showed how much each independent variable contributed to the dependent one..

3.11 Ethical Considerations

The Mount Kenya University Directorate of Postgraduate Studies was consulted for approval prior to data collection. On top of that, the NACOSTI was approached to acquire a research license for data collection. In addition, the researcher worked with the HR departments of the participating state-owned businesses to get permission to perform this academic study. Information gathered during the empirical investigation was handled with the utmost confidentiality, and the identities of all respondents were protected through the coding of the questionnaire. The management of collected data was carried out objectively to ensure data integrity and the objectivity of findings and conclusions.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

Inferential analysis, summary measurements of the sample, and respondent characteristics were all part of the data analyses presented in this chapter. The chapter continues with an analysis-based discussion of the study results and a thorough comparison of those results to the literature that has been studied..

4.2 Response Rate

In the major offices of KPLC Mount Kenya Region, 257 questionnaires were distributed to subjects, including regional operational people, junior-level managers, and senior-level managers. Nevertheless, at the conclusion of the agreed upon time, 182 questionnaires had been properly filled out and collected. In Table 3 you can see the outcomes of the participation rate analysis.

Table 3: Response Rate

		Frequency	Percent
Valid	Response	182	70.8
	Non-Response	75	29.2
	Total	257	100.0

Source: Researcher (2024)

A response rate of 70.8% was found via analysis of the participants sampled in this research. Some have argued that a study's external validity and the robustness of its estimates may be improved by using a sample survey with a high participation rate (Kinyua, 2015). For valid estimates from which to draw conclusions and inferences, the current body of research suggests that a minimum participation percentage of 50% is appropriate (Groves, 2006;

Peytchev, 2013). We may confidently draw conclusions about the research population as a whole because to the 70.8% response rate that was considered adequate for this survey..

4.3 Respondents' Background Information

The primary goal of the study instrument's general section was to extract salient characteristics from the respondents. Participants' gender, education level, job title, and length of service were among the demographic details requested to achieve this goal. Tables display the findings from the examination of these characteristics..

4.3.1 Gender of the Respondents

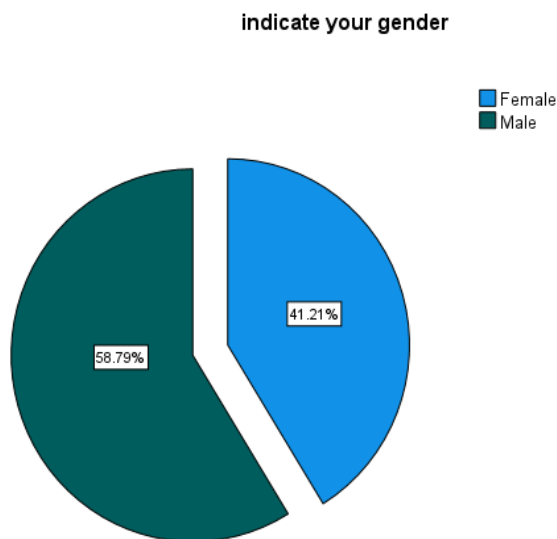


Figure 2: Respondents' gender

Figure 2 shows that the gender breakdown of participants was 41.21 percent for women and 58.79 percent for men. The gender distribution was somewhat different across the sexes, with men making up the bulk of the sample. It is clear from these results that the study's male and female participants were fairly represented. It was believed that including both male and female respondents would allow for more well-rounded observations of the

phenomena within the jurisdiction of the state-owned enterprise that was the subject of the study..

4.3.2 Level of education

Table 4: Respondents Education Level

		Frequency	Percent
Valid	Postgraduate	27	14.8
	Bachelors' degree	71	39.0
	College diploma	51	28.0
	Others	33	18.1
	Total	182	100.0

Source: Researcher (2024)

In terms of educational attainment, the results showed that the largest percentage of respondents (39.5%) had a bachelor's degree or above. Among the participants, 14.8% had earned doctoral degrees, making them a tiny minority. A total of 28.0% of the people who took part had some kind of postsecondary degree. On the other hand, 18.1% of the participants had completed secondary school or less serious degrees. The educational background of the participants is indicative of their varied experiences and viewpoints, and it also suggests that they were familiar with the phenomenon under investigation.

4.3.3 Nature of Relationship with the Institution

Table 5: Nature of Relationship with the Institution

		Frequency	Percent
Valid	Operation Personnel	16	8.8
	Junior Level Management	37	20.3
	Senior Level Management	37	20.3
	Suppliers	16	8.8
	End-User Consumers	76	41.8
	Total	182	100.0

Source: Researcher (2024)

The results showed that end-user customers made up the majority of the participants (41.8%), when it came to the nature of the interaction between the state business and the players in this investigation. On the other side, the survey's least numerous respondents were suppliers and operational personnel, making up 8.8% of the total. There were a total of 20.3% participants in the senior management and junior management categories. All of the performers' intended audiences were well reflected in these results. The extensive involvement of individuals falling under the category of end-use customers played a crucial role in this study by offering valuable insights into the service delivery features that were used.

4.3.4 Length of Interaction

Table 6: Length of Service

		Frequency	Percent
Valid	Less than 5 years	53	29.1
	6-10years	71	39.0
	11-15years	49	26.9
	More than 15years	9	4.9
	Total	182	100.0

Source: Researcher (2024)

The majority of respondents (39.5%) have interacted with the KPLC Mount Kenya Region for 6–10 years, according to the table. Conversely, 4.9% of respondents have dealt with the institutions in question for more than fifteen years. The remaining participants had either dealt with the observed state-owned firms for less than 5 years or for 11-15 years, with 29.1% and 26.9% of those people, respectively, having done so.

4.4 Descriptive Analysis

This study set out to collect data on the phenomenon of government bureaucracy using the Mount Kenya region's KPLC as an example of an output variable and input variables, respectively. The government bureaucracy was seen as a composite explanatory variable

that encompasses leadership hierarchy, actors' interest, policy compliance, and the political climate. For the survey's sample data, this section presents and discusses the summary measures of central tendency and their accompanying dispersion.

4.4.1 Leadership Hierarchy

It is believed that the government bureaucracy's leadership structure is crucial. The leadership hierarchy in the KPLC Mount Kenya Region is evaluated using measures including leadership authority, motivation, and delegation. For the leadership hierarchy data set that was observed, Table 7 displays summary measures of central tendency and the related dispersion.

Table 7: Leadership Hierarchy

	N	Min	Max	M	SDiation
Leaders create a supportive atmosphere.	182	1.00	5.00	2.43	1.053
I am pleased with the way power is distributed within the organization.	182	1.00	5.00	2.37	1.041
The leaders openly discuss the organization's victims.	182	1.00	5.00	2.34	0.978
The leaders prioritize their own interests over the organization's.	182	1.00	5.00	2.75	1.077
The vision of the organization is clearly communicated.	182	1.00	5.00	2.25	1.005
The way power is used in the organization is something I am happy about. The organizational leadership shares the organization's victims widely, serves their own interests rather than the organization's, and communicates the organization's vision clearly. The organizational leader is liberal as long as You are a productive person.	182	1.00	5.00	2.65	1.091
The leaders of the organization who care about our opinions and recommendations	182	1.00	5.00	2.15	1.042

The organization's leadership is highly personable and accommodating.	182	1.00	5.00	2.46	1.076
Leaders provide projects to individuals at lower levels because they know they can do them effectively. The organizational leader has faith in these individuals' abilities to finish tasks successfully. Task assignments are used to improve skills inside the organization.	182	1.00	5.00	2.87	1.004
	182	1.00	5.00	2.62	1.014
	182	1.00	5.00	2.53	1.011
Valid N (listwise)	182				

Source: Researcher (2024)

Table 7 shows that respondents were not in agreement with the following statements: that leaders create an enabling environment (M=2.43, SD=1.053), that members of leadership are not happy with how power is distributed and used (M=2.34, SD=0.978), which suggests that leadership is not effectively communicating or embracing the organization's vision, and that members of leadership are not happy with how power is used overall (M=2.37)..

Respondents were neutral on the statement that organizational leadership serves its own interests as opposed to those of the organization (M=2.75, SD=1.077) This score is right on the threshold of neutrality, but it still leans towards disagreement. It hints at a perception of self-serving behavior among leaders, which could erode trust. However, respondents disagreed with the statements that the vision of the organization is clearly communicated (M=2.25, SD=1.005); organizational leaders are concerned with their perceptions and suggestions (M=2.15, SD=1.042) respondents likely feel that their input is not valued, which can lead to disengagement.

According to the study's results, participants were indifferent when asked if their organization's leaders were lenient so long as employees were productive (M=2.6, SD=1.091); if their bosses were friendly and accommodating (M=2.46, SD=1.076); and if their superiors delegated tasks to subordinates based on their abilities (M=2.87, SD=1.004). The neutral score indicates that lower-level workers may be more empowered, even if there is some delegating..

Further respondents were neutral on the statement that organizational leaders have confidence in the ability of those at lowest levels to complete tasks successfully (M=2.62, SD=1.014) this score suggests a general lack of faith in lower-level employees' capabilities, which could hinder morale and performance. Also, respondents were neutral that assignments of tasks are used for skills development in the organization (M=2.53, SD=1.011).

These findings reveal a notable level of dissatisfaction with organizational leadership and communication practices. The data suggests a need for improvement in how leaders engage with employees, share the organization's vision, and empower lower-level staff. Addressing these concerns could enhance overall morale and productivity within the organization.

Corroborating what Riziki (2018) found, this study's results show that communication and other facets of leadership hierarchy significantly impact service delivery in firms. The results of Mutegi and Ombui (2016) are supported by the conclusion, which states that quality leadership must be established via openness and accountability, with workers being actively involved in decision-making in order to reap the benefits of their good contributions to performance and productivity. Similarly, the study's results and conclusions support the bureaucracy theory's claim that an organization's planning process can improve service delivery and mission accomplishment through standardized decision-making, consistent

worker discipline, and open lines of communication when a clear leadership hierarchy is in place. In 1978, Max.

4.4.2 Actors' Interests

Participation, decision-making, and communication routes were defined as actors' interests in this research. Aspects and activities pertinent to the operating procedures of the KPLC Mount Kenya Region were used to measure these indicators. The actions and aspects were subjected to analysis of central tendency measures and variation measures, with the findings being tabulated..

Table 8: Actors' Interest

	N	Min	Max	M	SDiation
There is a place for artists to join advice boards run by the group.	182	1.00	5.00	2.64	1.053
People are interested in starting projects.	182	1.00	5.00	2.50	1.032
People take part in putting group ideas into action.	182	1.00	5.00	2.74	1.070
The group values what artists have to say.	182	1.00	5.00	2.39	1.006
The perspective of actors is considered in decision making	182	1.00	5.00	2.42	1.030
There is openness in evaluating alternative causes of action	182	1.00	33.00	2.58	1.007
Everyone views are sought when making decision	182	1.00	5.00	2.48	1.011
Decisions made are widely communicated	182	1.00	5.00	2.36	1.013
Channels of communication are clear to actors	182	1.00	5.00	2.24	1.007
Actors are provided with clear information on the offices	182	1.00	5.00	2.57	1.080
Sufficient information is provided for resolving issues	182	1.00	5.00	2.2198	1.078

Source: Researcher (21024)

Table 8 shows that respondents were not sure ($M=2.65$, $SD=1.053$) about the organization's ability to include players in advisory boards. This uncertainty suggests a need for the organization to evaluate its engagement strategies to ensure actors feel more included. Also, feedback indicates a neutral stance ($M=2.50$, $SD=1.032$) on actors' involvement in project initiation. This neutrality may point to a missed opportunity for early engagement, which can enhance ownership and input from stakeholders. Further respondents registered a weak agreement ($M=2.39$, $SD=1.006$) about actors' involvement in project implementation. While there is some degree of participation, the lack of strong perception highlights the need for more explicit inclusion strategies during this phase.

Respondents disagree ($M=2.39$, $SD=1.006$) with statement on the appreciation of their feedback. This suggests a critical area for improvement, as valuing feedback is essential for fostering a positive and collaborative organizational culture.

Respondents felt their views are not adequately considered in decision-making ($M=2.42$, $SD=1.030$) and a neutral feeling towards the organization's openness in evaluating alternatives ($M=2.58$, $SD=1.007$). This indicates that while some openness may exist, it is not strongly conveyed, warranting more transparent processes. There was lack of consensus on whether the organization actively seeks input from all stakeholders ($M=2.48$, $SD=1.011$). Further respondents registered disagreement about the communication of decisions, suggesting that information is not being effectively disseminated among actors ($M=2.36$, $SD=1.013$), also with ($M=2.24$, $SD=1.007$) there was a clear disagreement regarding clarity in communication channels among the respondents. From the findings respondents further registered a neutral agreement on the clarity of provided information ($M=2.57$, $SD=1.080$) and disagreed with the statement regarding the sufficiency of information needed to resolve issues ($M=2.22$, $SD=1.078$).

The study's results agree with those of Motieri and Minja (2019), who said that players' needs must be taken into account in order to create a situation where they can influence business choices and actions that affect service supply. While involving all stakeholders can complicate the decision-making process and extend its duration (Fox, 2014), this comprehensive engagement facilitates knowledge transfer and strengthens advocacy efforts within the enterprise (Civera et al., 2019). Ohemeng et al. (2020) also came to the conclusion that engaged employees are good for business results.

Stakeholder theory says that businesses should create value for all stakeholders, not just stockholders, by meeting their general need for better service delivery (Kinyua, 2016). These results back that claim. To effectively understand service provision and delivery, it is essential to examine the perspectives and power dynamics of all stakeholders. Ultimately, this study confirms the stakeholders' theory proposition that an organization's success in delivering services depends on understanding stakeholder needs and integrating their insights into policy formulation to achieve both effectiveness and efficiency (Freeman, 2010).

4.4.3 Policy Compliance

Policy compliance is considered a fundamental aspect of government bureaucracy. It has been tested in the real world by different Ms, such as rules and regulations, work directions, and ways of choosing employees. Table 9 shows the summary figures that show the main trend and range of the policy compliance data that was gathered..

Table 9: Policy Compliance

	N	Min	Max	M	SDiation
Rules and laws make it clear how services should be provided.	182	1.00	5.00	2.54	1.016
Interests of actor inform the formulation of rules and regulations	182	1.00	5.00	2.40	1.088

Actors are familiar with the organizational guidelines on selection	182	1.00	5.00	2.76	1.053
Work instructions promote delivery of services in the organization	182	1.00	5.00	2.35	1.042
Selection process is conducted in unfair manner	182	1.00	5.00	2.85	1.003
There is canvassing during the selection process	182	1.00	5.00	3.14	1.095
Actors can see how the selection process works.	182	1.00	5.00	2.49	1.038
Actors are given information about open positions.	182	1.00	5.00	2.07	1.045
Valid N (listwise)	182				

Source: Researcher (2024)

The results shown in Table 9 provide valuable insights into how respondents perceive different areas of policy compliance and service delivery. In particular, when asked whether regulations and norms provide clear directions for service delivery, respondents were agnostic ($M=2.54$, $SD=1.016$). The relatively high standard deviation of 1.016 suggests varied opinions on this statement, hinting that some respondents may feel the guidelines are insufficiently clear. Participant disagreed ($M=2.40$, $SD=1.088$) with the statement regarding whether the formulation of rules and regulations is influenced by the interests of actors. The respondents further disagreed about the effectiveness of work instructions in promoting service delivery ($M=2.35$, $SD=1.042$) and that information on available vacancies is adequately provided ($M=2.07$, $SD=1.045$).

The study findings also indicated that respondents indicated a neutral stance towards familiarity with organizational guidelines on selection and there is unfair selection process as supported by ($M=2.76$, $SD=1.053$) and ($M=2.85$, $SD=1.003$) respectively. Respondents seem to agree that canvassing occurs during the selection process ($M=3.14$, $SD=1.095$).

with a M of 2.49 indicates disagreement among respondents about the clarity of the selection process.

Consistent with Miao et al. (2020) results, this research indicates that good service delivery is dependent on adherence to rules controlling operational processes inside a company. Similarly, this study supports the assertion by Liu et al. (2021) that the selection process, along with rules, regulations, and work instructions, plays a crucial role in ensuring policy compliance within government bureaucracy. Furthermore, this study's results support the notion that bureaucracy serves as a social component of educational framework. This subsystem enables the effective operation of enterprises within a specific context and establishes a framework of regulations to control activities and enhance service delivery (Ferris, 2022; Thompson, 2020; Hughes, 2019).

4.4.4 Political Environment

This empirical study analyzed the political climate by looking at key factors such as the national government's influence, control, power, and authority. To be more specific, the poll looked at how state institutions in the energy industry deal with contextual activities and what they see as the political climate in their operating methods. Here are the tabulated findings of the examination of the political climate's measures of central tendency and equivalent measures of variance..

Table 10: Political Environment

	N	Min	Max	M	SD
The group's activities are monitored by the national government	182	1.00	5.00	2.52	1.024
Support by the national government ensures service delivery	182	1.00	5.00	2.29	1.011

The national government determines how we operate in the organization	182	1.00	5.00	2.92	1.070
Politician are key determinants of service delivery	182	1.00	5.00	2.74	1.067
Politician have a say in the hiring selection process in the organization	182	1.00	5.00	2.30	1.057
Powers and authority of national government promotes the autonomy of the organization	182	1.00	5.00	2.46	1.094
By formulating appropriate policies, the federal government backs the group's activities.	182	1.00	5.00	2.46	1.077
The organization's activities are boosted by policy changes enacted by the federal government regarding state-owned firms.	182	1.00	5.00	2.73	1.041
Valid N (listwise)	182				

Source: Researcher (2024)

According to the data in Table 10, there are a number of significant points about the connection between the acts of the federal government and the provision of services. Respondents disagreed with the statement that national government support guarantees effective service delivery ($M=2.29$, $SD=1.011$), and they were neutral about the degree to which the federal government closely monitors the organization's operations ($M=2.52$, $SD=1.024$). The respondents' neutral stance on politicians as key determinants of service delivery ($M=2.74$, $SD=1.067$) indicates a recognition of political influence in operational outcomes, while a standard deviation of 1.070 indicates that respondents slightly agree that the national government determines how the organization operates.

The notion that political influences undermine the honesty and fairness of the recruiting process is also rejected by respondents ($M=2.30$, $SD=1.057$). While asked whether they

agreed or disagreed that the national government's powers and authority foster organizational autonomy, respondents gave a M score of 2.46 with a standard deviation of 1.094. Also, respondents were neutral on statement that government support through timely policies (M=2.46, SD=1.077). there was a slight agreement among the respondents that policy changes promote operations (M=2.73, SD.=1.041).

Consistent with previous research, our study found that operational procedures and service delivery are greatly affected by the political context (Setiawan et al., 2022). The beliefs and intended legacies of the dominant political parties at any given moment largely determine the way public services are delivered (Anane, Adoma, & Awuah, 2019). The results also lend credence to the claims made by proponents of new public management theory, who contend that public agencies can be better managed through the following: creating independent entities, reorganizing, formulating all-encompassing plans, showing that taxpayers' money is well-spent, encouraging competition among public service providers, listening to and meeting the needs of constituents, and improving openness, accountability, and inclusivity (Chewa, Minja, & Njoroge, 2023).

4.4.5 Service Delivery

The provision of services is considered the outcome variable in this research. Indicators used to evaluate service delivery include effectiveness, efficiency, turnaround time, and service quality. Data on energy-related service delivery in state-owned companies is summarized using aggregate measures of central tendency and dispersion in Table 11..

Table 11: Service Delivery

	N	Min	Max	M	SDiation
The company is eager to provide the promised service.	182	1.00	5.00	2.36	1.016
Organizational services are easily accessible.	182	1.00	5.00	2.79	1.001

The demands of the performers are promptly met.	182	1.00	5.00	2.67	1.099
The organization's service performance is experiencing delays.	182	1.00	5.00	2.66	1.057
Everyone involved is happy with how precisely the organization's services are executed.	182	1.00	5.00	2.46	1.064
Service performance meets the expectation of factors	182	1.00	5.00	2.39	1.025
Operating hours of the organization are convenient to actors	182	1.00	5.00	2.25	1.085
Valid N (listwise)	182				

Source: Researcher (2024)

The findings in Table 11 presents respondents responses regarding service delivery within the organization. Specifically, respondents disagreed with the construct that the organization is not performing at the level it promises ($M=2.36$, $SD=1.016$), there was a slightly higher, the M still reflects a perception of limited accessibility. The low standard deviation suggests a consensus among respondents about this limitation ($M=2.79$, $SD=1.001$). on timeliness of Services ($M=2.67$, $SD=1.099$) The organization appears to struggle with meeting the timely needs of its clients, with a high standard deviation implies a range of opinions, indicating that while some may feel neglected, others might have a somewhat better experience. Further respondents were not sure on delay in service performance ($M=2.66$, $SD=1.057$) and that on accuracy of service performance ($M=2.46$, $SD=1.064$) indicates dissatisfaction with the accuracy of services, further eroding trust in the organization. The uniformity of responses, as suggested by the standard deviation, highlights a consistent sentiment among players.

On meeting expectations ($M=2.39$, $SD=1.025$) respondents indicates that service performance is falling short of client's expectations and that organization's operating hours

are particularly inconvenient for actors (M=2.25, SD=1.085) which could significantly contribute to overall dissatisfaction with the service experience.

4.5 Inferential Analysis

4.5.1 Correlation Analysis

The association between two or more quantitative variables is referred to as correlation. Assuming a linear relationship, this analysis evaluates the direction and strength of the link between these variables. A correlation study's output is a correlation coefficient, which might be anywhere between -1 and +1. A perfect positive linear connection is denoted by a correlation coefficient of +1, a perfect negative linear relationship by a value of -1, and no linear relationship at all by a coefficient of 0 (Gogtay & Thatte, 2017)..

The dependent variable in this research was service delivery, and correlation analysis was used to look at the link between the independent variables—leadership hierarchy, actors' interest, policy compliance, and political climate. For every variable, a Pearson correlation was calculated using SPSS. To ascertain the independent components' interdependence and relationship to the dependent variable, the correlation coefficient was computed. Scholars define a correlation coefficient as high if it is larger than 0.5, moderate if it is between 0.3 and 0.5, and weak if it is less than 0.3 (Heale & Twycross, 2015). Table 12 displays the results of the correlation study..

Table 12: Correlation

		Leadership Hierarchy	Actors Interest	Policy Compliance	Political Environment	Service Delivery
Leadership Hierarchy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	182				
Actors' Interest	Pearson Correlation	0.301	1			
	Sig. (2-tailed)	0.000				

	N	182	182			
Policy Compliance	Pearson Correlation	0.316	.149*	1		
	Sig. (2-tailed)	0.006	0.044			
	N	182	182	182		
Political Environment	Pearson Correlation	0.150*	0.066	.183*	1	
	Sig. (2-tailed)	0.003	0.379	0.014		
	N	182	182	182	182	
Service Delivery	Pearson Correlation	0.549	0.630	0.523	0.473	1
	Sig. (2-tailed)	0.003	0.000	0.001	0.012	
	N	182	182	182	182	182

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2024)

Table 12's results showed that there was a substantial positive correlation between service delivery and the financial leadership hierarchy ($r=0.549$, $P\text{-value}=0.003<0.05$). Second, the findings indicate a strong and positive correlation between service delivery and actors' interest ($r=0.600$, $P\text{-value}=0.000<0.05$). The findings also showed that policy compliance and service delivery were positively and significantly correlated ($r=0.523$, $P\text{-value}=0.001<0.05$). Additionally, there was a strong and positive correlation between the political climate and service delivery ($r=0.473$, $P\text{-value}=0.012<0.05$).

4.5.2 Diagnostic Test

To properly estimate the characteristics of a population through statistical analysis, it is essential to verify all critical assumptions of linear regression. To guarantee the sample data was appropriate for making inferences and conclusions about the population, the researcher checked for linearity, normalcy, multicollinearity, and homoscedasticity. It was noted that violating any of these four key assumptions could lead to biased, inconsistent, or inefficient forecasts, confidence intervals, and scientific insights, ultimately resulting in erroneous and misleading conclusions (Henning & Christof, 2014).

Diagnostic Test for Linearity

To test if two variables can be described by a linear equation, linearity looks at the connection between the two (Kothari, 2014). We used Pearson's product-moment correlation coefficient to evaluate the linearity assumption. The findings may be seen in Table 13..

Table 13: Assumption of Linearity

Research Variables	Service Delivery			
	N	Pearson correlation	Sig.	Conclusion
Valid Leadership Hierarchy	182	0.644**	0.004	Linearity indicated
Actors' Interest	182	0.526**	0.013	Linearity indicated
Policy Compliance	182	0.621**	0.000	Linearity indicated
Political Environment	182	0.533**	0.001	Linearity indicated

Source: Researcher (2024)

Table 13 displays the association coefficients for the following variables: political environment (0.533), policy compliance (0.621), actors' interest (0.526), and leadership hierarchy (0.644). A linear link between the predictor and outcome variables may be confirmed with a p-value of 0.05 or below. As a result, the results of this investigation show that linearity is still valid..

Test of Normality

Parametric statistics, including linear regression, rely on the assumption of normality, which states that either the sampling distribution of the M or the Ms across samples follow a normal distribution (Hair et al., 2010; Field, 2013). As per the recommendation of Yap and Sim (2011), the Kolmogorov-Smirnov statistic was used to test for normalcy since the sample size in this investigation was more than 50 participants. Table 14 displays the outcomes of the normalcy test..

Table 14: Assumption of Normality

Research Variable	Kolmogorov–Smirnov			Conclusion
	Statistic	Df	Sig.	
Leadership Hierarchy	0.528	182	0.742	Normality indicated
Actors' Interest	0.865	182	0.372	Normality indicated
Policy Compliance	0.970	182	0.238	Normality indicated
Political Environment	1.104	182	0.169	Normality indicated
Service Delivery	0.937	182	0.291	Normality indicated

Source: Researcher (2024)

According to Table 14, the lowest Kolmogorov-Smirnov statistic value was 0.528, and the associated p-value was 0.742. However, with a p-value of 0.169, the maximum Kolmogorov-Smirnov statistic value was 1.104. The empirical evidence from the normality test shows that both p-values exceed 0.05. According to Barton and Peat (2014), a p-value of at least 0.05 suggests that the observed dataset follows a normal distribution. Therefore, the assumption of normality was upheld in this study.

Test of Multicollinearity

Multicollinearity refers to the linear connection among the explanatory variables, which is one of the fundamental assumptions of the linear regression model (Field, 2009; Shrestha, 2020). Multicollinearity is a statistical phenomenon that manifests a high correlation among at least two explanatory variables in a multiple regression model (Daoud, 2009; Hair et al., 2010). Variance Inflation Factor (VIF) was adopted in the inquiry as a suitable statistic for deciding on multicollinearity assumption. The outcome of the analysis assumption of multicollinearity is in Table 15.

Table 15: Assumption of Multicollinearity

Research Variable	Multicollinearity Statistic		Conclusion
	Tolerance Value	VIF	
Leadership Hierarchy	0.226	4.432	Multicollinearity not detected

Actors' Interest	0.214	4.665	Multicollinearity not detected
Policy Compliance	0.279	3.587	Multicollinearity not detected
Political Environment	0.569	1.758	Multicollinearity not detected

Source: Researcher (2024)

The multicollinearity analysis revealed tolerance values ranging from 0.214 to 0.569 and variance inflation factors (VIF) between 1.758 and 4.665. According to Jensen and Ramirez (2012), a VIF of no more than ten indicates the absence of multicollinearity in statistical analyses. The empirical evidence from this analysis shows that none of the VIF values exceeded ten, and all tolerance values surpassed 0.100. Therefore, this study concludes that the assumption of multicollinearity was not violated.

4.5.3 Multiple Linear Regression

To determine the impact of leadership structure, actor motivation, policy adherence, and political climate on service provision, the researcher used multiple linear regression analysis. In Table 16 you can see the statistics results..

Table 16: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	0.744	0.723	0.48791

a. Predictors: (Constant), Leadership Hierarchy, Actors' Interest, Policy Compliance, Political Environment

Source: Researcher (2024)

The model's summary statistics show an adjusted coefficient of determination (Adjusted R Square) of 0.723 and a correlation value of 0.811. This indicates that 72.3% of the variance in the delivery of services in the KPLC Mount Kenya Region can be explained by the political climate, actors' interests, the hierarchy of leadership, and the degree to which policies are followed. Other factors that were not included in this research account for the remaining 27.7 % of the variance in the outcome variables..

Table 17: ANOVA

Model		Sum of Squares	df	M Square	F	Sig.
1	Regression	1.958	4	0.490	22.056	.008 ^b
	Residual	42.135	177	0.238		
	Total	44.093	181			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Leadership Hierarchy, Actors' Interest, Policy Compliance, Political Environment

The ANOVA output represents the F-test for overall model fitness. The results of this study showed a p-value of 0.008 and an F-statistic of 22.056. These results provide statistical evidence that the estimated model best fits the observed data set used for this investigation. At the 0.05 level of significance and 95% confidence level, the calculated model has statistical significance..

Table 18: Coefficients of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	.185	.129		1.436	.152
Leadership Hierarchy	.237	.063	.235	3.764	.000
Actors' Interest	.420	.054	.479	7.784	.000
Policy Compliance	.149	.062	.126	2.398	.017
Political Environment	.135	.048	.110	2.820	.005

Dependent Variable: Service Delivery

Predictors: (constant), Leadership Hierarchy, Actors' Interest, Policy Compliance, Political Environment

Source: Researcher (2024)

As seen below, the regression coefficients from Table 18 were useful for estimating the corresponding statistical model..

Service Delivery = 0.185 + 0.237Leadership Hierarchy+ 0.420Actors' Interests + 0.149Policy Compliance + 0.135Political Environment

According to the statistical evidence from the regression study, the level of service delivery would be 0.185 if all explanatory factors were maintained constant at zero. This continuous coefficient's p-value of 0.152 is higher above the 0.05 cutoff point for making a judgment. Consequently, at a 95% confidence level, the population parameter for the intercept (constant coefficient) is not statistically significant..

With a matching p-value of 0.000 and an estimated beta coefficient of 0.237 for leadership hierarchy, the study falls significantly short of the 0.05 threshold. According to this research, there is a 0.237 gain in service delivery for every unit rise in the leadership hierarchy. Therefore, the researcher comes to the conclusion that leadership hierarchy has a beneficial impact on service delivery in the KPLC Mount Kenya Region at a significance level of 0.05..

The regression result for actors' interests shows a beta coefficient of 0.420 and a p-value of 0.000, both of which are well below the 0.05 cutoff. This suggests that a 0.420 increase in service delivery is equivalent to a one-unit rise in actors' interests. The researcher comes to the conclusion that actors' interests have a beneficial impact on service delivery in the KPLC Mount Kenya Region at a significant level of 0.05.

With a p-value of 0.017, the predicted population parameter for policy compliance as a government bureaucracy dimension is 0.149. This suggests that service delivery rises by 0.149 for every unit increase in policy compliance. The research shows that policy compliance has a positive influence on service delivery in the KPLC Mount Kenya Region at a significance level of 0.05 since the significance level (0.017) is less than the selected threshold of 0.05..

At last, the study finds that the political environment has an estimated beta coefficient of 0.135 and a p-value of 0.005, which is less than the decision-making threshold of 0.05. It seems that service delivery increases by 0.135 for every one unit rise in the political environment, according to this result. Based on the data collected, the researcher has determined that the political climate has a favorable impact on service delivery in the KPLC Mount Kenya Region, with a significance level of 0.05..



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter concludes with a review of the inquiry's empirical results, draws conclusions, offers practice advice, and proposes areas for further study.

5.2 Summary

In the Mount Kenya area, this research set out to investigate how the Kenyan government's bureaucracy affects the provision of services by the Power and Lighting Company. The goals were to examine the political climate, stakeholder interests, leadership structure, policy compliance, and the bureaucratic nature of government, all of which are covered extensively in the literature study. The research was guided by several theoretical frameworks: bureaucratic theory, stakeholder theory, systems theory, and new public management theory.

A semi-structured questionnaire was a part of the study approach that was grounded on the pragmatist paradigm. In order to gather information and draw conclusions, researchers used both descriptive and explanatory research methods. The statistical study was conducted using multiple linear regression analysis, which was chosen as the empirical model. A statistically valid cross-section of the target population was chosen using a random sampling technique. Thorough validity and reliability evaluations were conducted to guarantee that the study instrument used for data collecting was successful. Ethical norms were upheld throughout the whole inquiry.

5.2.1 Leadership Hierarchy and Service Delivery

The findings indicate a general dissatisfaction among respondents with various aspects of leadership in the organization. Respondents disagreed with statements suggesting that leaders create an enabling environment, fairly distribute power, and effectively

communicate the organization's vision. This suggests concerns about fairness, transparency, and a lack of shared vision within the leadership. Respondents were neutral but leaned towards disagreement on whether leadership serves the organization's interests over personal interests, hinting at potential self-serving behaviors that could diminish trust.

Neutral responses were also recorded for statements regarding leaders' openness to productivity as a priority, approachability, task delegation, confidence in lower-level employees, and the use of assignments for skills development. These neutral scores suggest there is limited confidence in leadership's willingness to empower lower-level employees and a perception that more could be done to involve and develop these employees. Overall, the findings highlight significant areas where leadership practices may need improvement to foster a more engaged and supported organizational culture.

5.2.2 Actors' Interest and Service Delivery

The findings indicate that respondents perceive weaknesses in the organization's stakeholder engagement and communication efforts. Limited early involvement in advisory boards and project initiation points to missed opportunities for fostering ownership among stakeholders. There is only partial inclusion during project implementation, and respondents feel that their feedback is undervalued and rarely integrated into decision-making.

Neutral responses on the openness to evaluating alternatives and insufficient clarity in decision-making processes highlight areas where transparency could be strengthened. A lack of consensus on active stakeholder input and dissatisfaction with the effectiveness of decision communication further underscore challenges in information flow. Overall, the organization would benefit from improving stakeholder engagement, communication clarity, and responsiveness to feedback.

5.2.3 Policy Compliance and Service Delivery

The findings reveal mixed perceptions among respondents regarding policy compliance and service delivery within the organization. Neutral responses about the clarity of rules and regulations suggest some uncertainty around the guidelines for service delivery, with varying opinions hinting at perceived insufficiencies. A number of respondents held the view that work instructions did nothing to further service delivery and that the creation of rules and regulations does not take actors' interests into account. There was also dissatisfaction with the adequacy of information on available vacancies.

Neutral views were noted regarding familiarity with organizational guidelines on selection, accompanied by perceptions of unfairness in the selection process. Canvassing happens during selection, which reflects worries about integrity, and the lack of transparency in the process is more evidence of this. Overall, the findings indicate areas for improvement in the clarity, fairness, and transparency of policies related to service delivery and selection processes.

5.2.4 Political Environment and Service Delivery

The study findings highlight concerns regarding policy compliance and service delivery, with respondents expressing uncertainty about the clarity of service guidelines and dissatisfaction with the perceived lack of actor influence in rule-making. There is also a sense that work instructions do not adequately support service delivery, and information on vacancies is insufficient.

Regarding selection processes, respondents were neutral about their familiarity with guidelines but noted a perception of unfairness and reported instances of canvassing, raising integrity concerns. The lack of clarity in these processes' points to a need for more transparent, equitable practices. Overall, improvements in policy clarity, fairness, and transparency are recommended to enhance service delivery and selection integrity.

5.3 Conclusion

Service delivery was the intended focus of the research, which attempted to examine the direct impacts of leadership hierarchy, actor interests, policy compliance, and political climate. Leadership hierarchy's coefficient was determined to be statistically significant for the first aim, which centered on the direct connection. Accordingly, the study's authors drew the conclusion that service delivery benefits from a hierarchical structure in leadership. The coefficient for the interests of the actors was similarly statistically significant with respect to the second aim. As a result, we know that service delivery in the KPLC Mount Kenya area is affected by the interests of the many parties involved. The third goal was also associated with a statistically significant beta coefficient for policy compliance. As a result, the study's author draws the conclusion that service delivery benefits from policy compliance. The fourth goal's confirmation of the political environment's statistical significance comes to a close. As a result, the study's author found that good political climates impact service delivery.

5.4 Recommendations for Practice

Policy and practice within state companies in the energy sector may be greatly informed by these results. Concerning the first goal, the administration of state-owned companies should institute measures to strengthen leadership practices in the areas of authority, inspiration, and responsibility sharing. From a leadership perspective, the strategy-focused upper management should spearhead the implementation of policy guidelines to fortify actions that foster an enabling environment, improve the dissemination of the strategic objective, and better align service delivery with the interests of the various actors. It is important for senior management across functional areas to be approachable, listen to feedback, and address concerns from all parties involved in a fair and equitable manner. In order to improve productivity and succession planning in state-owned businesses, it is necessary to

boost delegation of responsibilities in order to create efficient mechanisms for learning, knowledge transfer, skill development, and confidence building among actors..

A policy framework should be established to encourage actions concerning the involvement of actors, the making of decisions, and the efficient flow of information in state-owned companies, according to the finding on the second aim. Project start, project implementation, and advisory board engagement levels are all below par. Reviewing and developing policies to increase the level of participation of players in the operations of state-owned companies should be based on these characteristics. Both the decision-making process and the process of reaching an agreement should include actors. Decisions should also be made with an eye toward ensuring they are in line with the consensus viewpoints of all parties involved. In order to ensure that state-owned firms do not disregard the interests of its stakeholders, senior management should make improving the quality and quantity of information flowing between the various activities centers a top priority.

at order to achieve the third particular goal, audit divisions at state-owned businesses should ensure that policies and procedures are in place to promote a culture of following all applicable laws, regulations, and directions when hiring new employees. To reduce prejudice, delays, and corruption in service delivery, actors should have a larger say in creating rules and regulations. In addition, state-owned firms would be more sensitive to the players' concerns if they were involved in this way. It is the responsibility of the human resource management division to codify work instructions, identify service points, and adequately handle institutional duties and different work issues, as it is recognized that these instructions promote service delivery. Additionally, the HR department should make sure that all participants are well-versed in the procedures that are used to choose new staff.

Last but not least, in order to achieve the fourth goal, state energy corporation boards of directors should safeguard their companies from the meddling of special interests that could

reduce their operational efficiency and hinder their capacity to provide the promised services. Not only is the federal government's support for service delivery well appreciated, but it is also widely seen as crucial. Nevertheless, for the players to achieve their goals, state-owned firms must be purposefully shielded from political meddling. It is important to limit the influence of politicians in areas such as service delivery, hiring, employee advancement, and management choices and activities. The national government should prioritise the promotion of institutional autonomy as means to improve the efficiency, impartiality, and fairness of state-owned firms' service delivery.

5.5 Contribution of the Study to Knowledge

A large amount of prior work was found while reviewing the empirical literature pertinent to the research constructs used in this investigation. However, it also highlighted several research gaps that prevent the conclusions from adequately addressing all the concerns of this study. This research fills a vacuum in the literature by addressing methodological, conceptual, and contextual issues that prevent the generalisability and implementation of results concerning the energy sector's service delivery in state companies.

Consequently, this study adds to the current empirical research by giving facts and insights on how government bureaucracy affects service delivery in the Mount Kenya Region's KPLC. Leadership structure, actor interests, policy adherence, and the political climate are all systematically confirmed to have an impact on service delivery in this research. It demonstrates that all observable aspects of government bureaucracy are practiced in the KPLC Mount Kenya Region, although to a moderate degree.

Additionally, this study validates the theoretical literature reviewed to support the various phenomena that formed the basis of this investigation. The findings show that a well-defined chain of command is critical for any organization's strategic planning, which in turn improves service delivery and aids in the accomplishment of the organization's goal via

coordinated decision-making, methodical employee discipline, and open lines of communication. The research also lends credence to the theory that bureaucracy is a social subsystem consisting of rules and regulations that regulate operations and improve service delivery within a predetermined framework, allowing organisations to run more effectively. The data also provide credence to the new school of public management theory, which states that more efficiency and quality of service may be achieved via the establishment of independent agencies that prioritise openness, accountability, transparency, and responsiveness to clients. Furthermore, this study validates the systems theory proposition that all elements of an enterprise are interrelated and interdependent, requiring synchronization for optimal performance of the unified whole. In the end least, it lends credence to the stakeholders' thesis, which states that meeting the demands of stakeholders and taking their feedback into account when making policy are crucial to an organization's efficiency and effectiveness in providing services..

5.6 Recommendations for Future Studies

The political climate, stakeholder interests, policy adherence, and the chain of command were all considered in this analysis. The adjusted R-squared value suggested that some changes in service delivery are linked to factors beyond the scope of this research. Consequently, future studies should investigate other elements that impact service delivery to gain insights into the variations not covered in this analysis. Additionally, it is crucial to conduct this research in various sectors, sub-sectors, industries, and countries to confirm the findings

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APPENDICES

Appendix I: Informed Consent

I'm a student at Mount Kenya University getting my Master's in public administration. As part of the requirements for getting my Master's degree, I have to do study and write a piece of research. "The Impact of Government Red Tape on Service Delivery in SOCs: A Case Study of KPLC Mount Kenya Region" is the title of my study paper.

The choice is based on the Government Bureaucracy importance of the findings in bridging the gaps that are experienced in Service Delivery in the SOCs in Kenya. The major drive behind the study is to assess how government bureaucracy affects service delivery in KPLC in Mount Kenya region. Your participation in this study is purely voluntary and does not attract any monetary gain of whatsoever kind, you may withdraw from the exercise at any stage without notifying the researcher and will have effect on your relationship with the researcher if there exist any. Confidentiality of information given will be our top priority.

If you ask for it, a copy of the completed report will be sent to you.

We would really value your help.

Thank you ahead of time.

Brian Gitonga Mwirigi

Appendix II: Survey Questionnaire

Dear Sir/Madam,

This tool was made to make it easier to gather data for answering the research questions of this study. The information gathered will only be used for academic reasons and will be kept secret. Your objective input in responding to the questions in each section of this tool is greatly appreciated.

SECTION A. Background Information

Sex

Female Male

Academic qualification.

Postgraduate degree

Bachelor's degree

College Diploma

Others (Specify)

What relationship do you have with this institution?

Operations personnel

Junior level management

Senior level management

Suppliers

End-user Consumers

What duration have you worked with this institution??

Not more than 5 years

6 -10 years

11-15 years

More than 15 years

SECTION B: GOVERNMENT BUREAUCRACY

i) Leadership hierarchy

Leadership hierarchy is one of the facets of government bureaucracy which is essentially being measured in terms of the statements that are displayed in the table below. You are being asked to rate these statements from 1 to 5 on a measure of how true they are.

Where; 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate, 4 = Agree and 5 = Strongly Agree.

Power Use	5	4	3	2	1
Leaders provide an enabling environment					
I'm okay with how power is used in the company.					
The leaders of the organisation share the mission of the organisation with many people.					
The people in charge of an organisation put their own needs ahead of those of the organisation.					
It is clear what the organisation wants to achieve.					
Motivation					
As far as you get things done, the boss is cool with it.					
The leaders of the organisation care about what we think and what we suggest.					
The organization's leaders are easy to get in touch with and willing to work with you.					
Delegation of Duties					
Leaders give jobs to people lower on the hierarchy when they know they can do them well.					
The boss of the organisation trusts that people lower on the ladder can do their jobs well.					
It is fair to give jobs to people lower on the hierarchy.					
Giving people jobs is a way for the company to improve their skills.					

Please give your thoughts on the role of leadership structure in service performance.

.....

Actors' interest

Actors' interests is one of the facet of government bureaucracy which is essentially being measured in terms of the statements that are displayed in the table below. You are requested to indicate the degree to which these statements are applicable on a rating scale of 1 to 5 where; 1 = Strongly Disagree, 2 = Disagree, 3 = Moderate, 4 = Agree And 5 = Strongly Agree.

Participation	5	4	3	2	1
The organization has a platform where actors participate in advisory boards					
Actors are involved in projects initiation					
Actors participate in implementation of organizational projects					
The organisation values what performers have to say.					
Decision Making Process					
Decisions are made with the points of view of all parties involved.					
There is an openness to looking at different reasons for action.					
Before making a choice, everyone's opinion is asked.					
Decisions made are widely communicated					
Communication					
Channels of communication are clear to actors					
There is clear information given to actors about which offices are in charge of their tasks.					
Problems can be solved with the knowledge given.					

In your views how does actors' interests affect service delivery

.....

.....

Policy Compliance

Following rules is an important part of working for the government, and the words in the table below are one way that this is judged. On a range from 1 to 5, where 1 Ms "Strongly Disagree," 2 Ms "Disagree," 3 Ms "Moderately Agree," and 5 Ms "Strongly Agree," please rate how much you agree or disagree with these claims..

Rules and Regulations	5	4	3	2	1
Legislation establishes unambiguous standards for the provision of services.					
Rules and regulations are formulated with the interests of actors in mind.					
Rules and regulations are developed with the participation of actors.					
A more adaptable approach to providing services is fostered by the establishment of clear rules and regulations.					
Work Instructions					
Members of the cast know their way around the company's processes.					
The organisation has detailed procedures for accomplishing tasks.					
Organisational service delivery is facilitated by work instructions.					
Selection Process					
Players are well-versed in the company's policies about casting					
Selection process is conducted in unfair manner					
There is canvassing during the selection process					
Selection process is clear to actors					
A list of open positions is sent out to the participants.					

Comment of the value of policy compliance to the operations of this organization

.....

Political Environment

Political environment is one of the research variables which is essentially being measured in terms of the statements that are displayed in the table below. You are requested to indicate the degree to which these statements are applicable on a rating scale of 1 to 5 where; 1 = *Strongly Disagree*, 2 = *Disagree*, 3 = *Moderate*, 4 = *Agree* And 5 = *Strongly Agree*.

Government Influence	5	4	3	2	1
The national government closely follows the operations of the organization					
Support by the national government ensures service delivery					
Government Control					
The national government determines how we operate in the organization					
Politicians are key determinants of service delivery					
The organization's employment procedure includes politicians.					
Government Power and Authority					
Powers and authority of national government promotes the autonomy of the organization					
By formulating appropriate policies, the federal government backs the group's activities.					
Organisational performance is enhanced as a result of policy shifts enacted by the federal government in regard to state-owned businesses.					

In your opinion, what is the relevance of political environment in this organization?

.....

Service Delivery

Service delivery constitutes one of the research variables which is essentially being measured in terms of the statements that are displayed in the table below. You are requested to indicate the degree to which these statements are applicable on a rating scale of 1 to 5 where; 1 = *Strongly Disagree*, 2 = *Disagree*, 3 = *Moderate*, 4 = *Agree* And 5 = *Strongly Agree*.

Service Delivery	1	2	3	4	5
As promised, the organisation is eager to provide the service.					
Services provided by the organisation are easily accessible.					
The needs of the performers are promptly addressed.					
The organization's service performance is behind schedule.					
The correctness of the service is satisfactory.					
The service satisfies the expectations of the actors.					
Actors can easily accommodate the organization's operating hours.					

Thank You for Your Participation

Appendix III: Ethical Research Clearance Certificate



REF: MKU/ISERC/4454
TO: BRIAN GITONGA MWIRIGI

Date: 27 September 2024

REG: MPAM/2023/45139

Dear Sir/Madam,

RE: EFFECT OF GOVERNMENT BUREAUCRACY ON SERVICE DELIVERY IN THE STATE-OWNED CORPORATION: A CASE OF KENYA POWER AND LIGHTING COMPANY MOUNT KENYA REGION

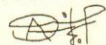
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3176**. The approval period is **27/09/2024 - 26/09/2025**.

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



Appendix IV: Postgraduate Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2023/45139

30th September, 2024

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

Dear Sir/Madam,


RE: BRIAN GITONGA MWIRIGI - REGISTRATION NO. MPAM/2023/45139

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **"Effect of Government Bureaucracy on Service Delivery in the State Owned Corporation: A Case of Kenya Power and Lighting Company Mount Kenya Region."** 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 **October, 2024 and December, 2024.**


Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Appendix V: Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
<p>Ref No: 778857</p>	<p>Date of Issue: 16/October/2024</p>
<p>RESEARCH LICENSE</p>	
	
<p>This is to Certify that Mr. Brian Mwirigi Gitonga 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: EFFECT OF GOVERNMENT BUREAUCRACY ON SERVICE DELIVERY IN THE STATE-OWNED CORPORATION: A CASE OF KENYA POWER AND LIGHTING COMPANY MOUNT KENYA REGION . for the period ending : 16/October/2025.</p>	
<p>License No: NACOSTIP/24/0898</p>	<p>Director General</p>  <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
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<p>See overleaf for conditions</p>	

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Appendix VI: Similarity Index

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BRIAN GITONGA

EFFECT OF GOVERNMENT BUREAUCRACY ON SERVICE DELIVERY IN THE STATE-OWNED CORPORATION: A CASE OF ...

PROJECT
MASTERS
Mount Kenya University

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