

**GOVERNMENT BUREAUCRACY AND SERVICE DELIVERY IN STATE-  
OWNED ENTERPRISES IN THE ENERGY SECTOR IN KENYA**

**BY**

**JASON CHEWA**

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## **DECLARATION**

### **Declaration by Candidate**

This Thesis is my original work and it has never been presented for a degree or other award in any other University. No part of this research should be presented without my consent or that of Kenyatta University.

Signature ..... Date .....

**Jason Chewa**

**C82/CTY/28711/2018**

### **Declaration by the Supervisor**

This Thesis work has been submitted for consideration with our approval as supervisors of Kenyatta University.

Signature ..... Date .....

**Prof. David Minja**

Chairman: Department of Public Policy and Administration

Kenyatta University

Signature ..... Date .....

**Dr. Jane Gakenia Njoroge**

Department of Public Policy and Administration

Kenyatta University

## **DEDICATION**

This Doctoral Thesis is dedicated to my dear wife, Naomi Waithira, our children, Ashley Wangechi and Alphonse Kago, my sister Miriam Njeri and my brother Charles Muya, who believed in me and gave me a nudge to rise again even when I did not believe in myself: you were the wind beneath my wings. To my relatives, friends and colleagues who have been my constant source of inspiration and always gave me the drive to tackle tasks with enthusiasm and determination. Their love and support made me to complete my study. They constantly reminded me of the famous Indra Gandhi's quote that "education is a continuous process from the minute one is born until one dies". God bless them abundantly.

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>xi</b>
<b>OPERATIONAL DEFINITION OF TERMS</b> .....	<b>xiii</b>
<b>ABSTRACT</b> .....	<b>xv</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study .....	1
1.1.1 Service Delivery .....	3
1.1.2 Government Bureaucracy .....	5
1.1.3 Working Environment .....	7
1.1.4 State-Owned Enterprises in Kenya.....	9
1.2 Statement of the Problem .....	12
1.3 Objectives of the Thesis .....	13
1.4 Research Hypotheses .....	14
1.5 Justification and Significance of the Thesis .....	14
1.6 Scope of the Thesis.....	15
1.7 Limitations of the Thesis .....	<b>16</b>
<b>CHAPTER TWO</b> .....	<b>18</b>
<b>LITERATURE REVIEW</b> .....	<b>18</b>
2.0 Introduction .....	18
2.1 Empirical Review .....	18
2.1.1 Leadership Hierarchy and Service Delivery.....	18
2.1.2 Actors’ Interest and Service Delivery .....	22
2.1.3 Policy Compliance and Service Delivery .....	26
2.1.4 Political Environment and Service Delivery .....	29

2.1.5 Working Environment and Service Delivery .....	31
2.2 Theoretical Literature Review .....	33
2.2.1 Bureaucratic Theory .....	33
2.2.2 Stakeholder Theory .....	35
2.2.3 New Public Management Theory .....	36
2.2.4 Systems Theory .....	38
2.3 Focus of the Current Study .....	40
2.4. Conceptual Framework .....	44
<b>CHAPTER THREE.....</b>	<b>45</b>
<b>RESEARCH METHODOLOGY.....</b>	<b>45</b>
3.0 Introduction .....	45
3.1 Pragmatic Research Philosophy .....	45
3.2 Research Design .....	46
3.3 Operationalization and Measurement of Research Variables .....	47
3.4 Unit of Analysis and Observation .....	49
3.5 Site of the Study .....	49
3.6 Target Population .....	50
3.7 Sampling Frame.....	51
3.8 Sample and Sampling Technique .....	51
3.9 Instrument for collecting Data.....	53
3.9.1 Validity for Research Instruments .....	54
3.9.2 Reliability .....	55
3.10 Data Collection Procedure.....	56
3.11 Data Analysis.....	56
3.11.1 Descriptive Analysis.....	56
3.11.2 Diagnostic Tests .....	57
3.11.2.1 Diagnostic Test of Linearity .....	57
3.11.2.2 Diagnostic Test of Normality .....	58
3.11.2.3 Diagnostic Test of Multicollinearity .....	58
3.11.2.4 Diagnostic Test of Homoscedasticity .....	59
3.12 Empirical Model.....	59

3.12.1 Direct Relationship .....	60
3.12.2 Moderation Analysis .....	61
3.13 Qualitative Analysis .....	63
3.14 Ethical Consideration .....	63
<b>CHAPTER FOUR .....</b>	<b>64</b>
<b>RESEARCH FINDINGS AND DISCUSSION .....</b>	<b>64</b>
4.1 Introduction .....	64
4.2 Response Rate .....	64
4.3 Characteristics of the Participants .....	65
4.4 Summary Measures of the Research Variables .....	67
4.4.1 Leadership Hierarchy .....	67
4.4.2 Actors' Interests.....	70
4.4.3 Policy Compliance.....	72
4.4.4 Political Environment .....	75
4.4.5 Working Environment .....	78
4.4.6 Service Delivery .....	80
4.5 Diagnostic Tests .....	82
4.5.1 Diagnostic Test for Linearity.....	82
4.5.2 Diagnostic Test for Normality.....	83
4.5.3 Diagnostic Test for Multicollinearity .....	84
4.5.4 Diagnostic Test for Homoscedasticity.....	85
4.6 Testing of Hypotheses .....	86
4.6.1 Multiple Linear Regression for Direct Relationship .....	86
4.6.2 Moderation Analysis .....	91
4.7 Qualitative Data.....	96
4.7.1 Authority and Accountability .....	96
4.7.2 Corporate Governance Practices .....	97
4.7.3 Compliance Audits .....	97
4.7.4 Political Influence.....	97

<b>CHAPTER FIVE .....</b>	<b>99</b>
<b>SUMMARY, CONCLUSION, CONTRIBUTION AND</b>	
<b>RECOMMENDATIONS .....</b>	<b>99</b>
5.1 Introduction .....	99
5.2 Summary.....	99
5.3 Conclusion.....	101
5.4 Recommendations for Practice.....	101
5.5 Contribution of the Study to Knowledge.....	103
5.6 Recommendations for Future Studies .....	105
<b>REFERENCES .....</b>	<b>106</b>
<b>APPENDICES.....</b>	<b>116</b>
Appendix I: Introduction Letter.....	116
Appendix II: Survey Questionnaire.....	117
Appendix III: NACOSTI Permit .....	125
Appendix IV: Graduate School Authorization Letter .....	127
Appendix V: Data Collection Approval from Ministry of Education.....	128
Appendix VI: Data Collection Approval from Ministry of Energy .....	129
Appendix VII: Data Collection Approval from EPRA .....	130
Appendix VIII: KPLC Data Collection Approval.....	131
Appendix IX: REREC Data Collection Approval.....	133

## LIST OF TABLES

Table 2.1 Summary of Literature Reviewed and Current Study Focus .....	40
Table 3.1 Operationalization and Measurement of Research Variables .....	47
Table 3.2 Target Population .....	50
Table 3.3 Sample Distribution.....	53
Table 3.4 Statistics for Reliability Test .....	55
Table 4.1 Characteristics of Participants .....	65
Table 4.2 Leadership Hierarchy .....	67
Table 4.3 Actors' Interest .....	70
Table 4.4 Policy Compliance .....	73
Table 4.5 Political Environment.....	76
Table 4.6 Working Environment.....	78
Table 4.7 Service Delivery .....	81
Table 4.8 Assumption of Linearity.....	83
Table 4.9 Assumption of Normality .....	84
Table 4.10 Assumption of Multicollinearity .....	84
Table 4.11 Assumption of Homoscedasticity.....	85
Table 4.12 Multiple Regression Analysis .....	86
Table 4.13 Analysis of Variance .....	87
Table 4.14 Coefficients of Regression Analysis .....	87
Table 4.15 Government Bureaucracy and Service Delivery.....	92
Table 4.16 Analysis of Variance .....	92
Table 4.17 Coefficients of Regression Analysis .....	93
Table 4.18 Regression Analysis for the Interaction Term.....	94
Table 4.19 Analysis of Variance .....	94
Table 4.20 Coefficients of Regression Analysis .....	95

## LIST OF FIGURES

Figure 2.1 Conceptual Framework .....	44
Figure 4.1 Participation Rate .....	64

## **ABBREVIATIONS AND ACRONYMS**

<b>BOD</b>	Board of Directors
<b>CAS</b>	Chief Administrative Secretary
<b>CEO</b>	Chief Executive Officer
<b>CS</b>	Cabinet Secretary
<b>EPRA</b>	Energy and Petroleum Regulatory Authority
<b>GDC</b>	Geothermal Development Company
<b>GOK</b>	Government of Kenya
<b>KENGEN</b>	Kenya Electricity Generating Company
<b>KETRACO</b>	Kenya Electricity Transmission Company
<b>KPC</b>	Kenya Pipeline Company
<b>KPLC</b>	Kenya Power and Lighting Company Limited
<b>MOE</b>	Ministry of Energy
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NG</b>	National Government
<b>NGO</b>	Non-Governmental Organisation
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PS</b>	Principal Secretary
<b>PTPR</b>	Presidential Task Force on Parastatal Reforms
<b>REREC</b>	Rural Electrification and Renewable Energy Corporation

<b>SAGAs</b>	Semi- Autonomous Agencies
<b>SOE</b>	State Owned Enterprise
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>UNIDO</b>	United Nations Industrial Development Organisation
<b>WASH</b>	Water, Sanitation and Hygiene

## **OPERATIONAL DEFINITION OF TERMS**

- Actors' Interest** Refers to persons, group or organization (s) who are guided by own self-interest or collective benefit from an organization's output and whose motivation to engage with the institution arises from specialization and division of labour, who secure their roles more through civil appointments than democratic processes. In this study, Actors' interests referred to Actors' participation, Actors' decision-making process and Actors' communication channels.
- Government Bureaucracy** Refers to a model of administration that focuses on the management of organizations while ensuring efficiency and accountability in service delivery. It also refers to a group comprising non-elected government officials who administratively are a policy-making body. In this study its elements were leadership hierarchy, Actors' interests, policy compliance and political environment.
- Leadership Hierarchy** Refers to the structure whose power, authority and responsibilities are bestowed on individuals, based on their positions, to ease and avail information that has a clear chain of command and accountability. For this study, it referred to power use, motivation in employees and the delegation of duties.
- Policy Compliance** Refers to a framework developed by an organization to encourage employees achieve set goal(s) following organization's policies. This study defined policy compliance as abiding by rules and regulations of governance, work instructions and the selection process

during hiring of employees.

**Political Environment**

Political environment refers to the obstinate pattern of human relationship that parade, to a significant extent impact power, control or authority. In this study, political environment referred to the influence, control, power or authority of the national government.

**Service Delivery**

This is the act of providing a service as expected by the consumers and employer. It encompasses executing the right tasks in the right way without compromising on speed of execution. It is a measure of how efficient labour has been utilized in production. This study measured service delivery in terms of effectiveness, efficiency, service turnaround time and service quality.

**State-owned Enterprise**

An entity where the Government or state has substantial control by full or majority ownership, for commercial purposes, regulatory, state agency or strategic functions. They are also commonly referred to as Parastatals or State Corporations. In this study, State-owned enterprises referred to KPLC, REREC and EPRA under the Ministry of Energy.

**Working Environment**

Refers to the different characteristics of jobs carried out, such as controlling an individual's job-related activities, activities training, a sense of accomplishment in work and the inherent value of a task(s). It also includes a surrounding that harbours innovation through research and development coupled with held beliefs, values and codes that shapes the way an institution operates. In this study, working environment focused on organizational culture and technology.

## ABSTRACT

Government and private institutions all over the world recognize the cardinal role of service delivery in attaining a competitive advantage in a dynamic market. State-owned enterprises in the Energy sector are a major foundation upon which the economic, social and political development strategies are built in order to actualize the Vision 2030 as well as the Big Four agenda. They enjoy monopoly in the provision of services to the public. However, despite reforms to reduce public sector bureaucracy, the public still face many hurdles in accessing government service, the level of public dissatisfaction on service delivery is high, one of the contributors being politicization of appointments of Board of Directors that leads to insufficient competence and legal frameworks. This thesis investigated the effect of government bureaucracy on service delivery in state-owned enterprises within the energy sector in Kenya. It especially aimed at establishing the influence of leadership hierarchy, actors' interest, policy compliance and political environment on service delivery in state-owned enterprises. Further, the thesis analysed the moderating role of working environment on the relationship between government bureaucracy and delivery of services. The target population comprised 124 suppliers, 5,107 end-user consumers, 1,817 employees in KPLC plus 480 employees in REREC and 30 employees from the Energy regulator (EPRA). A sample of 380 individuals/households was selected using a two-stage sampling procedure comprising stratified and simple random sampling techniques. Empirical data for this thesis was gathered using semi-structured questionnaires. The validity and reliability of the data collection tool was assessed to confirm the suitability of the tool for use in the study. Multiple and stepwise linear regression were conducted on the data set that had been gathered from the field. Ethical research considerations were also effected in the collection and analysis of data. The findings of the thesis demonstrated that leadership hierarchy, actor's interest, policy compliance and political environment had a positive and significant effect on delivery of services in state-owned enterprises within the energy sector in Kenya. Additionally, the study found out that working environment moderates the relationship between government bureaucracy and delivery of services. As such, the study recommends that management of state-owned enterprises should enact policies to reinforce practices on aspects of leadership power to promote leadership motivation and leadership delegation. Further, it recommends that a policy framework be formulated for promoting activities related to actors' participation, decision making and efficient flow of information in state-owned enterprises. Audit divisions in state-owned enterprises should strengthen the existing policy framework to sufficiently embed practices that foster culture of compliance with rules and regulations, work instructions and personnel selection. The board of management of the state-owned enterprises within the energy sector should initiate mechanisms for cushioning itself from disruptive interference of interest groups with potential to erode operational efficiency and ability to actualize service delivery outcomes. The human resource divisions of state-owned enterprises ought to enact policy that buttresses mutual trust, team spirit, sharing of information, openness and a sense of belonging. In addition, sufficient resources should be availed for strengthening information and communication infrastructure, which is one of the critical support systems.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Globally, government and private institutions acknowledge the centrality of service delivery in attaining competitive advantage in a dynamic market in today's context of increasing societal needs and complexity of collective problems (Kekez *et al.*, 2019). This has led to a multiplicity of innovations and incorporations of strategies so that businesses can stay relevant, productive and effective. Yet the end-user consumers are the corner stone of any organization (Alemseged & Hailay, 2019). So, offering the best services should be the goal when it comes to decision making in both private and public entities. The primary goal and focus of government bureaucracy should be to provide essential services to the citizens by implementing tailored programs and policies (Ukeji *et al.*, 2019).

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

In Nigeria, Ukeje, Ogbulu, Onyema, Obi, and Obasi (2019) argued that bureaucrats usually work for the minister who is in office at any given time and not for the interest of the people, which has leads to poor service delivery. Further, Ukeji *et al.* (2019) asserted that corruption, bribery and nepotism which is brought about by poor leadership, rigid rules and regulations have led to high rates of dissatisfaction in service delivery, more so in developing countries. As pointed out by Soffu *et al.*

(2018), the essence of government bureaucracy is to be for the people and by the people; however, these benefits are enjoyed by the privileged few at the expense of the majority.

Ohemeng, Obuobisa and Amoako, Asiedu (2020) concluded that employee engagement based on vigour rather than absorption and dedication was significant and positively influence state-owned enterprise task performance in the power sector in Ghana. Despite the fact that public entities are expected to provide services to their customers' satisfaction as argued by Chan, Thong, Venkatesh, Brown, Hu and Tam (2010), issues relating to poor delivery of services have been reported. This is mainly due to lack of competitors who offer the same services to the customers (Syapsan, 2019). Alemseged and Hailay (2019) note that government institutions have a constant demand to deliver better services as compared to previous times. The increasing pressure on bureaucracy is due to the growth in scale of economic and social processes together with the mounting power in competencies and tasks (Puolokainen & Jaansoo, 2018).

In Kenya, Mwaura (2007) alludes that poor services by state-owned enterprises have negatively affected the economy. Notably, the poor services emanated mainly from the overlapping regulations governing SOEs that undermined the state-owned enterprises' autonomy, politically motivated appointments of directors that do not consider competence and, worse still, denies accountability and state/ministerial control, leading to liquidity problems (Mwaura, 2007). There has been an uproar by the citizens on the poor provision of services by state-owned enterprises. For instance when it comes to the provision of electricity, a growing number of end-users including institutions have opted out of the national grid to other sources of power such as solar panels (Fares & Webber, 2017). The switch has been mainly due to the unreliability of KPLC in service provision, poor services, expensive connections and corruption and facilitation fee to get the services. The use of solar panels according to the KNBS (2019) Census showed that the uptake was 19.3% and is expected to rise this year. The reduced demand on the national grid is sure to adversely affect KPLC and, by extension, other sectors of the Energy Ministry. It is

important, therefore, to establish how government bureaucracies have influenced service delivery in state-owned enterprises so as to ensure that corrective measures are adopted.

### **1.1.1 Service Delivery**

Public service by the government has a role in people's quality of life, which cannot be quantified by per capita income. Service delivery can be classified into three modes. The first one is based on where the end-user consumers can receive information, advice or make enquiries at an agency desk. The second mode is through written request by an end-user consumer through an email or a document to relay the message and, once processed, the end-user consumer is contacted. For instance, application for power connection and then, finally, the third mode is full service where the end-user consumer can receive a complete service based on their requests (Kuye & Akinwale, 2020).

The quality of service delivery is usually linked to the performance of an organization through fulfilled organizational objectives and goals, addressing the needs of the client and other stakeholders. Globally, organizations strive to remain competitive by focusing on service delivery. Service delivery by the government involves providing the clients of the government with services (Puolokainen & Jansoo, 2019). In essence, government exists to ensure that life is worth living through the provision of services to its citizens (Writer, 2019).

Delivery of services is expected to occur in a friendly atmosphere that is devoid of hindrances, interruptions or obstructions. Also, service delivery should be characterized by consultation, information sharing, openness, accountability, participation, availability, accessibility, convenience, transparency, and timeliness (OECD, 2013). Like in many countries, concerns have been raised regarding public service delivery in Kenya in relation to commitment, accountability, trust, transparency and the attendant rising sense of desperation among the members of general public.

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.

According to the Organisation for Economic Co-operation and Development (OECD), challenges in service delivery are experienced all over the world (OECD, 2010). One reason for this is institutions employing unqualified personnel who lack the technical skills necessary for the delivery of services. Other times they enact strict rules and regulations that hinder the delivery of service due to long and numerous procedures. This has the other negative effect of paving the way for corrupt practices by paying bribes to facilitate the process of service delivery (Chilunjika & Mutizwa, 2019). The provision of services by the government ought to exceed the customer's expectation in terms of effectiveness, promptness and efficiency. The effectiveness in service delivery involves doing what ought to be done while ensuring that customer satisfaction in terms of human interaction, service timing, quality, and speed is considered (Koech, 2016). The measures of service delivery for this study were internal, such as effectiveness and efficiency of service delivery, service turnaround time and service quality on the basis of satisfaction.

Delivery of services is a dynamic process involving enactment of reforms so as to keep up with the evolving processes. Bureaucracy should therefore be able to embrace the changing wave in service provision to make service accessible, especially by appropriating innovation and technological applications. In other words, to enhance the delivery of services calls for the need to address all factors that would derail the delivery. The change could involve bureaucratic systems, how the processes and work instructions are carried out, or removal of rigid laws and systems. At the same time, the change should prioritize the needs and interests of the

members of the public, including their expectations in terms of reliability, credibility and accessibility.

### **1.1.2 Government Bureaucracy**

The World Bank recognizes the role of government bureaucracy in the development of a nation through economic growth and ultimately through effective service delivery. The World Bank fully supports governments in reforming their bureaucracies in the effort to positively transform the government's capacity to serve its people and, at the same time, ensure sustainability of the government institutions (World Bank, 2018). Government bureaucracy aspects include loyalty to fixed rules, specialism of functions of impartiality and pyramid of authority (Islam, 2016).

Gaitho (2017) asserts that for the betterment of service delivery, organizations must have high levels of accountability, quality leadership and ensure ethics are maintained. How leaders treat their employees through motivation, supervision and delegation of duties would affect their job satisfaction and consequently affect the quality of service delivered (Kolil et al., 2019). Kolil et al. (2019) further asserts that exercise of power by the leaders in the SOEs determines the quality of service delivery. Hence, the achievement of the enterprise in terms of provision of services is dependent on leadership skills, leadership commitment, power use and motivation of employees. Akinwale and Kuye (2020) further stated that dysfunctional structures of bureaucracy are due to self-serving interests of persons in some of the public offices and handling of leadership which infiltrate the entire socio-political environment. Regrettably, leadership is driven more by bonuses, job security and incentives rather than the leaders performing their work with enhanced creativity and innovation so as to be productive (Ahmed, 2016). Poor leadership that is centred on selfishness hinders service delivery due to poor selection of employees based on nepotism and favouritism instead of technical competence (Safina, 2015).

The government is not only bound to deliver services for the expressed needs but also the felt needs of its citizens. David (2016) posits that ineffective communication

between the enterprise and the stakeholders on their perspective and opinions creates communication gaps between the parties which leads to poor service delivery. Bureaucracy has numerous roles in influencing the environment of citizens. Thus, crucial decisions that influence and impacts local life within a community have to be made in the form of obligation in public service provision (Puolokainen & Jaansoo, 2018). The delivery of quality and efficient service can be challenging in state enterprises, necessitating the identifying the underlying collective action to existing problems of service delivery, which would considerably enhance commitment in designing of effective interventions (Tembo, 2015). Scott and Gilson (2017) assert that creating an enabling environment, where the stakeholders are involved in problem solving through shared decision making, strengthens the delivery of services.

Realizing transparency, effectiveness, efficiency and accountability in service delivery requires that enterprises create, document, circulate and apply standards of service delivery (Olaro, 2014). The standards are in form of rules and regulations and work instructions. However, application of these rules and regulations in bureaucratic SOEs can easily lead to the enterprise being directly counterproductive, especially when the situation demands swiftness (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 means 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). It is therefore necessary to explore leadership hierarchy, actors' interest, policy compliance and political environment as elements of government bureaucracy and working environment.

### **1.1.3 Working Environment**

Working environment is a fundamental factor when it comes to facilitating efficient and effective functioning of institutions, but one that has however not been given sufficient attention by both practitioners and researchers (Aiken, Clarke & Sloane, 2002; Foldspang, et al., 2014; Taheri, Miah & Kamaruzzaman, 2020). According to Massoudi and Hamdi (2017), the quality of the working environment has a bearing on the degree of an employee's motivation and subsequent productivity. Oludeyi (2015) avers that working environment encompasses the situation, setting, circumstances and conditions in which members of an institution operate as they undertake the principal task of generating and delivering value. Furthermore, Al-Omari and Okasheh (2017) consider working environment as anything that exists around the employees and has potential to favor or hinder their ability to perform institutional tasks.

Notably, working environment plays a facilitative role in the employees' creativity, engagement, and delivery of services (Chandrasekar, 2011; Palwasha, Ashfaq & Majid, 2016; Qadri, et al., 2022). As has been observed by a stream of scholars, an effective workplace is an embodiment of environment where institutional outcomes and results can be achieved as anticipated by management (Shikdar, 2002, Mike, 2010). Working environment may be viewed as the sum total of the inter-relationship that subsists between employees and the employers and essentially comprises human, technical and the organizational environment (Opperman, 2002; Metiboba, 2012). Workplace environment draws from three broad areas, including people, culture and physical aspects of the workspace, which existing body of literature has shown to buttress realization of institutional outcomes and objectives (Mccoy, 2005; Sayiner, 2015; Kegel, 2018; Alemu, 2022). Indeed, working environment is considered as highly instrumental to unleashing and optimizing potential of employees in a competitive business landscape.

A substantial body of literature contends that good working environment contributes to the well-being of workers and the success of enterprises in both public and private sectors (Massoud, 2017; Sunarsi, 2019; Yusefzadeh, 2020). Moreover, working environment is a key factor in employees' level of productivity and the quality of work. The extent to which working environment is engaging stimulates the desire of employees to learn skills also enhances the level of motivation for executing institutional tasks (Suwati, Minarsih & Gagah, 2016; Al-Omari & Okasheh, 2017).

There has been a widespread integration and reliance on information communication technology (ICT) to physical components of working environment in mitigating institutional challenges drawing from the global COVID-19 pandemic (Lynch, Dominelli & Cuadra, 2022). The Coronavirus disease has provoked hitherto unprecedented change in workplace environment, necessitating embedding information communication technologies in the conduct and performance of institutional tasks and activities (Shamsi, Iakovleva, Olsen & Bagozzi, 2021). Adaptive changes in institutional physical environment have resulted in actualization of safe working practices as telecommuting, paperless communication,

and flexible working arrangement, among other practices, which fostered employee wellbeing in diverse economic sectors worldwide. Extant empirical literature demonstrates that there exists a nexus between working environment, wellbeing and productivity of employees (Krekel, Ward & Neve, 2019; Cignitas, Arevalo & Crusells, 2021; Mustafa, 2021).

#### **1.1.4 State-Owned Enterprises in Kenya**

A state-owned enterprise (SOE) or state corporation is an institution established under Section 3 of State Corporation Act Cap 446, with the government controlling majority of the shares. It is established mainly to improve service delivery to the public. The board of directors oversee the operations of the SOEs, with general supervision of the ministries. The President appoints the board of directors and the Cabinet Secretaries for the Ministries.

Kenya's Ministry of Energy, whose SOEs are the focus of this current study, derives its core functions from the Executive Order No.1 of 2008 of the President (Revised June, 2018) that outline thermal power development, national energy policy development and management, rural electrification programme, security and conservation, energy regulation, geothermal exploration, hydropower development and development and promotion of renewable energy as its core functions. In addition, under the Ministry of Energy there are six semi-autonomous agencies (SAGAs), namely, Kenya Power and Lighting Company Limited (KPLC), Kenya Electricity Transmission Company (KETRACO), Rural Electrification and Renewable Energy Corporation (REREC), Kenya Electricity Generating Company (KENGEN), Geothermal Development Company (GDC), Energy and Petroleum Regulatory Authority (EPRA), and the Energy Tribunal.

The focus of the study was KPLC and REREC within the Ministry of Energy, since their function is to extend distribution networks to cover more end-user consumers both in urban slum areas and rural setups. KPLC traces its origin back to the 1920s when East African Power and Lighting Company was incorporated to generate and distribute electricity in Kenya. Later, the name was changed to KPLC through a

special resolution sitting by shareholders in 1983. In 1997, electricity generation function of KPLC was split from transmission and distribution, giving birth to Kenya Electricity Generating Company (Kengen). Later, in 2007 and 2008, with the intention to speed up the implementation pace of rural electrification programme, the government established the Rural Electrification Authority (REA), currently REREC. At the same time, the Kenya Electricity Transmission Company was established alongside Geothermal Development Company to accelerate transmission infrastructure development and develop steam fields to reduce development risks, promoting development of geothermal electric power (KPLC Annual Report, 2010).

Kenya's Energy sector has been recognized as the most active in Africa. UNIDO ranked Kenya as a global leader in its use of geothermal power to generate energy, terming it matchless in the world (GOK, 2019). The establishment of industries, innovations and development of any country is highly dependent on the energy sector (World Bank, 2020). The sector promotes direct, as well as indirect, employment to approximately 16,000 people. As noted in the Energy Act (2019), the sector comprises six institutions which include Kenya Electricity Generating Company (Kengen), Kenya Electricity Transmission Company (KETRACO), Rural Electrification and Renewable Energy Corporation (REREC), Kenya Power and Lightning Company Limited (KPLC), Geothermal Development Company (GDC) as well as the Energy and Petroleum Regulatory Authority (EPRA).

Energy sector agencies have faced bureaucratic challenges, such as poor governance, which has led to loss of public funds, lack of freedom to act in autonomy and conflict of interest, difficulties in measuring outcomes, slowness, inadequate policy and poor policy coordination (Riziki, 2018). Leadership challenges have been experienced in the energy sector with recent case at KPLC where half of the independent board resigned and KPLC is yet to name their replacement (Omosa, 2014). This comes shortly after the agency warned that its annual profit would be down by 25% from 262 million Kenyan shillings. Such issues not only hinder the operations of the agency but also the delivery of its

service, since with a new board yet to be established, decision-making processes and the operations of the agency are hindered. In 2018, Kenya Power and Lightning Company fired 23 senior officials on allegations of corruption, funds embezzlement, engaging in illegal procurement activities and illegal billing (Heintich, 2019). The corrupt practices either triggered delays in delivering of services or in some instances compromised delivery of services due to procurement of items that could not meet required standards for generation, transmission and distribution of electricity, as well, this could have been used as a basis for embezzlement of funds.

Despite the existence of several loan schemes, Stima loan under Last Mile Project and slum subsidized connectivity, power connection fees under rural electrification program remains high (Abdullah & Markandya, 2012; Were, 2016) . Engaging all actors in the matter is set to ease challenges that may arise in future and help in ownership of the projects (Were, 2016). This is however expected to change with provisions of Energy Act (2019) which include easing the process and cost of connectivity. Excessive bureaucracy has resulted in payment of bribes to hasten the process of connecting one to the electricity grid, wastage of time and long queues. The employees of KPLC have become rude, incompetent and perennial absentees, as a result of which one must pay a bribe to be connected to power, which is not a sign quality services to the citizens (Munoru, 2015). Despite the existing rules and regulations, the employees still engage in unethical practices which hinder service delivery.

In the past, and as part of the wider reforms in the public service, state enterprises have faced constitutional and structural reforms guided by market principles, with the aim of enhancing efficiency of operation so as to reduce the financial burden and yet improve delivery of services to the public (Mwongozo, 2015). KPLC adopted an action plan that sought to upgrade the quality of institutional services and address diverse public complaints by setting up clinic to specifically attend to end-user consumer's complaints, thus facilitating improvement in service delivery (KPLC, 2018). Despite the measures, however, cases of dissatisfaction in service delivery are still high.

Kenya's energy sector is a major foundation upon which social, economic and political development strategies for realization of Vision 2030 have been anchored. Its role on development of this country is paramount. To achieve the maximum output in the energy sector, addressing the challenges of service delivery is a prerequisite which requires a transformational mind-set while conducting business to achieve Vision 2030 (PTPRs, 2015). The undesirable state of affairs relating to institutional practices and relevant contextual issues in so far as the energy sector is concerned are the basis for this empirical inquiry.

## **1.2 Statement of the Problem**

Globally, speedy, efficient, and responsive service delivery is one of the goals of any state-owned enterprise (Ondenge, 2018). But the negative impact of bureaucracy such as corruption and favouritism which favour the privileged few at the expense of other members of the public have not only led to poor service delivery but also tainted the government's image (Blundo, De-Sardan, Arifari & Alou, 2013). Structural and administrative reforms from governments have been developed to restrain public expenditure, lighten bureaucratic burden and change the perceived negative image besides improving public service delivery (Cameron, 2009). However, despite these reforms, studies show that public dissatisfaction on service delivery is still high (Mutua, Ngui, Osiolo, Aligula & Gachanja, 2012). A study by Mitulla (2016) indicates that a majority of Kenyans (53 percent) are not satisfied with service delivery in state-owned enterprises.

Mwongozo (2015) cited political affiliation and incompetence in the boards of state-owned enterprises, ranging from opaque appointments processes, as the key challenges affecting service delivery. Despite the reforms and recommendations, hurdles still exist when it comes to accessing government services, an indication that delivery of services begs for deliberate and focused mitigation measures (Tamrakar, 2020). To enhance the delivery of services, factors that derail delivery must be investigated and addressed.

A study by Ileri (2016) on the major challenges facing SOEs in Kenya reveals that irregular appointment of Board of Directors, poor legal framework, indebtedness and politicization of the appointment process are among the challenges SOEs face and that subsequently lead to poor service delivery. However, the study focused generally on state-owned enterprises in Kenya and not just those in the Energy sector.

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

### **1.3 Objectives of the Thesis**

The study was guided by the following objectives:

- i. To establish the effect of leadership hierarchy on service delivery in state-owned enterprises in the Energy sector in Kenya.
- ii. To examine the effect of actor's interest on service delivery in state-owned enterprises in the Energy sector in Kenya.
- iii. To establish the effect of policy compliance on service delivery in state-owned enterprises in the Energy sector in Kenya.
- iv. To establish the effect of political environment on service delivery in state-owned enterprise in the Energy sector in Kenya.
- v. To examine the moderating effect of working environment on the relationship between government bureaucracy and service delivery in state-owned enterprises in the Energy sector in Kenya.

#### **1.4 Research Hypotheses**

The study was guided by the following null hypotheses:

- H<sub>01</sub>:** Leadership hierarchy has no effect on service delivery in state-owned enterprises in the Energy sector in Kenya.
- H<sub>02</sub>:** Actors' interest has no effect on service delivery in state-owned enterprises in the Energy sector in Kenya.
- H<sub>03</sub>:** Policy compliance has no effect on service delivery in state-owned enterprises in the Energy sector in Kenya.
- H<sub>04</sub>:** Political environment has no effect on service delivery in state-owned enterprises in the Energy sector in Kenya.
- H<sub>05</sub>:** Working environment has no moderating effect on the relationship between government bureaucracy and services delivery in state-owned enterprises in the Energy sector in Kenya.

#### **1.5 Justification and Significance of the Thesis**

The study was essentially intended to investigate the effect of government bureaucracy on service delivery in SOEs in the Energy sector in Kenya. In the year 2020, KPLC reported a net loss of Ksh 2.98 billion (Mariara & Kiriti, 2020). Yet electricity end-user consumers have had to resort to other power sources, such as solar panels, as a cheap alternative to what is provided by the National Grid (Fares & Webber, 2017). The specific SOEs chosen for the study were KPLC and REREC, owing to their products' similarity and similarity of the profile of their end-user consumer. The results of this investigation serve to provide insight into challenges that exist within the state-owned enterprises and their impact on service delivery. The study will also help in designing strategic measures that would aid in the improvement of service delivery through the recommendations that will be made.

Additionally, the study promotes the understanding of the input of leadership hierarchy, actors' interest, policy compliance and political environment on service delivery within the SOEs. The study, therefore, provides answers to how aspects of government bureaucracy have contributed to the state of service offered in SOEs and

identifies weaknesses and strengths and provides viable recommendation for improvement. The conclusions of this thesis are valuable to the Ministry of Energy in Kenya as they provide the ministry with the necessary information on the impact of government bureaucracy on service delivery. This would greatly aid in the enactment of evidence-based policies to enhance service delivery.

The recommendations of the study further assist in identifying the challenges that hinder service delivery while at the same time offering insights on the negative impact of aspects of government bureaucracy and providing solutions on how to address them. Moreover, the recommendations could also be adopted by other government institutions in Kenya. The other benefit is that the recommendations of the study could go a long way in guiding the government on ways to support the SOEs to ensure that service delivery essentially contribute to economic growth and improved livelihoods. The study findings will also enrich the existing body of knowledge pertaining to the impact of government bureaucracy on public service delivery by state-owned enterprises, which can be used by future scholars and researchers. In addition, the findings will form the basis for future research, either for validation of inferences made or for enhanced conceptualization.

### **1.6 Scope of the Thesis**

The study on the impact of government bureaucracy in service delivery covers a 5-year period between 2015 and 2020. This 5-year period happens to be within the period of the 5-year strategic plan developed for KPLC and REREC and that covers the financial years from 2016/17 to 2020/21. In addition, the deadline set by the Kenya government to achieve universal access to electricity by 2020 through the ‘last mile connectivity initiative’ and rural electrification has lapsed, prompting the need for evaluating progress. In line with the Sustainable Development Goals (SGDs), Kenya Government has made a commitment to the realization of Goal 7 which emphasizes accessibility to affordable, reliable, sustainable and modern energy by all by 2030.

Hence the necessity for a spot check towards SDGs' realisation to find out whether we are still on course. The specific SOEs that were chosen are KPLC and REREC, owing to their products' similarity and that of their end-user consumers' profile. Whereas KPLC was mandated to plan for sufficient electricity transmission capacity and generation, maintain and build power distribution line and transmission network and sell electricity to end-user consumers, REREC was charged with the responsibility of managing and overseeing the implementation of Rural Electrification Programme to create a sustainable electricity distribution infrastructure in rural areas (Energy Act, 2019). The mandate and end-users for KPLC and REREC products/services are similar when compared to those of the other five SOEs (KENGEN, KETRACO, EPRA, KPC, and GDC). The study area, Nairobi City County, the host of head offices for all the SOEs in the Energy sector, was chosen because it is the epicentre for all operations of KPLC and REREC, thus providing the necessary information for this study from all angles. The target population included suppliers, end-user consumers and employees in KPLC and REREC plus employees in the Energy regulator (EPRA). The study employed pragmatism as its research philosophy.

### **1.7 Limitations of the Thesis**

This thesis was limited to 5 years of operation, from 2015 to 2020. A longer period would have captured more aspects of bureaucracy and hence explore broader dimensions of the problem. The study was limited to aspects of government bureaucracy that influence service delivery, which included leadership hierarchy, actors' interest, policy compliance and political environment. It anticipated to encounter some level of laxity from the respondents, possibly partly due to issues related to work schedule or just unwillingness to participate. To overcome this challenge, appointments were booked prior to the meeting day, besides assuring the respondents that the information sought would be handled confidentially and that it was exclusively for academic purposes.

Another limitation of the study was the two-week period provided for the respondents to fill-in the questionnaire. This period could have been too short for the

respondents to provide accurate answers or for the researcher to collect all the required data. Worse still, due to the COVID-19 pandemic, the questionnaires had to be administered by drop-and-pick-later approach, which may have affected the response rate and accuracy of the data collected, although the research assistants involved were adequately trained on the administration of the questionnaires. Finally, the data collected was both quantitative and qualitative in nature, which may have caused an oversimplification of the complex relationships between the different variables under study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents a detailed review of empirical literature on leadership hierarchy, actors' interests, policy compliance and political environment in relation to service delivery. Thereafter, theoretical constructs of existing theories that are relevant to this study is presented. The review expounds more on the concept of government bureaucracy and service delivery.

#### **2.1 Empirical Review**

##### **2.1.1 Leadership Hierarchy and Service Delivery**

Leadership hierarchy is the heart of bureaucracy and of a country's state of development. A well-endowed state with influential and exemplary leadership translates into well-refined decisions, policies and objectives of the institutions (Bächtiger, Dryzek, Mansbridge & Warren, 2018). Leadership hierarchy is important in showing the chain of command for systematic discipline, flow of information and decision-making process. In the hierarchy, top management controls decision making process (Turkalj & Fosić, 2009).

Subsequently, the structure of an organization affects the flow of information within and outside the organization, and thus has implications on the pace of making decisions (Jung & Kim, 2013). Despite the fact that leadership hierarchy entails leading by the book following a set of standards which can easily be accommodated by someone else in case of a replacement, it is not too open to innovative ideas and also poses challenges in exercising excessive command (Ngorobi, 2015). This has paved way for the use of power to mischief common people in Bangladesh who abscond responsibilities and official duties, show inefficiency, favouritism, nepotism and bribes, resulting to delays in accessing services from officials (Chilunjika & Mutizwa, 2019).

Leadership hierarchy is characterized by power, delegation of duties and motivation to other employees. Leadership skills in planning, implementation, interpersonal relations, attributes and control determine the effectiveness in the delivery of

services. A leader should model the behaviour that the employees ought to replicate. This view is supported by Mwenje (2016) who argues that when leaders act fairly towards the employees, then an atmosphere of mutual trust, objectivity, transparency, openness and shared objectives is created.

The leaders of SOEs are given powers that facilitate the implementation of the assigned mandates. The interpersonal and management skills of the leaders determine whether the mandates are achieved or not (Yukl, 2008). The leadership style adopted by an enterprise determines the motivation of the employees (Kolil et al., 2019). Leaders adopt either democratic leadership, authoritative or laissez-faire leadership style (Fiaz, Su & Saqib, 2017). Leaders who employ democratic leadership style create high employee motivation which consequently results in enhanced levels of satisfaction in service delivery by consumers relative to other styles (Fiaz, Su & Saqib, 2017).

The notion that leadership styles influence service delivery within an organization is also supported by Twanga (2016). The inspiration of employees in an organization is reliant on the leadership style exhibited by the leaders (Fiaz, Su & Saqib, 2017). A leader should exercise the powers vested on them in discharging the assigned mandate. Rajasekar (2014) asserted that the leader of an enterprise is responsible for the employees' behaviour and productivity through delegation of duties, harmonisation of responsibilities, alignment of processes, motivation of employees, promoting dedication to strategy and streamlining organizational structure to strategy.

It is important for a leader to engage the employees through shared decision-making process, problem solving and also in development of work plans to effectively communicate the strategy of the enterprise (Ates, Garengo, Cocca & Bititci, 2013). This ensures that the employees are sold out to the vision and understand what is expected of them. It also creates a platform for the leader to motivate the employees through suggested knowledge by the employee's effective service delivery perspectives (Orazi, Turrini & Valotti, 2013). This can be through rewards and disciplinary actions, flexible work schedules, performance appraisals and the

freedom to individual goal settings and work plans. Leadership is a key factor in attainment of anticipated levels of delivery of services which is the ultimate objective of any enterprises, so key emphasis ought to be made on the importance of its efficiency.

Huang and Snell (2003) while studying organizational leadership, organizational moral climate and governance justice in three SOEs (Company A, Company B and Hotel X) in mainland China found out that posts were filled corruptly in an unjust manner, based on connections, not merit, which lead to a dysfunctional SOE that was crippled by ‘sleeping’ top leaders who constantly neglected their duties. Huang and Snell (2003) further noted that a leadership characterized by professional expertise, political skills and moral integrity, though rare to find in Chinese SOEs, is the one ingredient needed to build a virtue-oriented moral atmosphere in SOEs. In addition, durable virtue is easily nurtured in private corporations as compared to SOEs, and is therefore needed for a wider economic, structural, social and political reform. But Huang and Snell (2003) did not focus on the influence of leadership hierarchy, actors’ interests, impact of policy compliance on services delivered by the SOEs, which this current study explores.

In a study by Donkor and Zhou (2019) on complexity leadership theory focusing on SOEs in Ghana, complexity leadership approach was used to explain the dynamism of bureaucratic leadership hierarchies in relation to adaptive leadership and how dynamism can be used in improving performance of SOEs in Ghana. Donkor and Zhou (2019) concluded that complexity leadership combines adaptive systems leadership behaviour in bureaucratic hierarchy structure to explain how informal organizational dynamics sync to promote better operations of SOEs. Further, Donkor and Zhou (2019) assert that the industrial age approach of bureaucracy, top-to-bottom control of employees, is no longer acceptable and, instead, there is a shift to complex adaptive system that would meet the needs of developing countries in the 21<sup>st</sup> century. The study by Donkor and Zhou (2019), a critique to the top-to-bottom control, was generally the discussion which covered Ghanaian SOEs, but the

current study explores the influence of leadership hierarchy, top-to-bottom control, on delivery of services in SOEs in Kenya.

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

Mutegi and Ombui (2016) examined the factors that cause poor performance in SOEs in Kenya. Specifically, they examined the extent to which transparency had affected organizational performance of SOE and the role attributed to leadership integrity in the performance of SOEs in Kenya. Mutegi and Ombui used a descriptive survey design. Analysis of observations gathered indicated that insufficient performance management framework ineffectively linked performance of SOEs to national growth targets plus inadequately linked individual performance to SOE performance. From the recommendations, Mutegi and Ombui (2016) concluded that SOEs should provide quality leadership through accountability and transparency, including employees in decision-making process so as to tap into their informed contributions to enhance performance and productivity.

In addition, Mutegi and Ombui (2016) recommended that the executive should be guided by principles of good ethical behaviour, model ethical standards and encourage employees to uphold high ethical standards also. Further, the study placed the burden of stern actions on law-enforcement institutions of government to combat the scourge of corruption while decisively and expeditiously acting to uproot corrupt investigators as part of eradicating corruption. The current study investigated

leadership hierarchy in relationship to power use, motivation in employees and delegation of duties.

### **2.1.2 Actors' Interest and Service Delivery**

Actors' interest has to do with ensuring a conducive environment where the Actors have control over the decisions and actions that influence their provision of services and their livelihood at large (Motieri & Minja, 2019). Actors' interest involves engaging all the Actors or people involved in a particular project, both local and international, to get their views, perspectives and attitudes across concerning a particular matter. The objective is to have an informed decision-making process, easy flow of information and partnerships (Motieri & Minja, 2019). Actors' interest can be expressed through engaging Actors in the process of decision-making and availing a survey feedback system where the consumers can relay their concerns. These concerns are then addressed promptly so that the improvement in the communication accordingly improves the provision of services if there was any delay due to technical issues (Motieri & Minja, 2019).

In order to achieve satisfactory levels in service delivery, it is important to address the needs and suggestions of the key beneficiaries and all the personnel who facilitate the provision of services (Muli, 2014). Addressing the challenges, for instance those associated to the consumers experience in acquiring the services, would result to better delivery of services since the institutions are acting from tangible feedback in meeting the expressed needs (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). The ensuing violent protests saw mass destruction of property and even loss of life. The citizens criticized the government for being bureaucratic, slow, ineffective, and inefficient over the way it delivered services. Following the protests, the government introduced a survey to explore customer demands with the aim of improving on its public services (Zubane, 2011).

Despite the surveys, however, a study by Lolwana (2016) showed that protests associated to delivery of services were increasing and even becoming more violent. But another study by Matebesi (2017) established that the increased protests over the delivery of services were as a result of failed engagement with the clients to get their perspectives concerning what they supposed was the ideal service delivery. The consumers and citizens are hardly engaged in the process of making decisions, hence their concerns and interests are not considered in planning the way services will be delivered (Beyers, 2016).

Strengthening the aspects that bring on board and engaging all Actors at different capacities for evidence-based decisions on delivery of services was critical. The engagement of all Actors allows for the transfer of knowledge and for lobbying and advocacy processes (Civera, De Colle & Casalegno, 2019). Involvement of all Actors can be cumbersome due to the prolonged decision-making process (Fox, 2014). Its importance though, surpasses the risks it poses. It facilitates the articulating of the desired goals of each Actor and brings oneness and ownership towards achieving the desired objectives. Creating a forum where the Actors provide a pool of information and address the challenges associated with service delivery on real time thus becomes critical (Stoker, 2006).

A study by Masiya, David and Mazenda (2019) sought to provide empirical insights on how full public participation impacted on service delivery in South Africa. The research, which was qualitative in nature, involved 12 focus groups. The results confirmed that citizen participation influenced service delivery, for instance limited engagement resulted in poor feedback and, accordingly, poor service delivery. The study recommended that the Municipal Council encourage engagement between all the actors of Cape Town Municipal Council in order to enhance service delivery at every phase.

Even then, Masiya, David and Mazenda (2019) did not evaluate the effectiveness of those communication channels and decision-making processes. Structural equation modelling and factor analysis was adopted by the study for analysis which the current study seeks to modify and improve upon. The current study adopted multiple

linear regression analysis. The descriptive survey method that was adopted in the inquiry is considered inadequate, hence the reason why this study adopted descriptive, cross-sectional and explanatory design.

A research by Wijaya (2019) was carried out to evaluate Actors' interaction in Indonesia WASH programme. The research utilized Meta-evaluation approach and a sample size of 8 participants from the key Actors in Indonesia-Netherlands WASH programme. The study established that the Dutch NGOs have gained the trust and cooperation of all Actors, both at the national and local level. This was made possible by continuous sharing of information and lessons learnt during the implementation of the project. Furthermore, there was an active forum to discuss issues affecting WASH by involving all the sectors and the actors. This involvement contributed to the success of the program. The study was focused on the NGO set up, which operate differently from government institutions, so this study will bridge any gap.

In a study that took place in Ghana, Ohemeng, Obuobisa and Amoako-Asiedu (2020) surveyed the impact of employee engagement on task performance among SOEs in the power sector. SOEs 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.

But Ohemeng, Obuobisa and Amoako-Asiedu's (2020) study was narrow because it focused on engagement of employees, thereby ignoring participation of employees in decision-making and communication mediums. Additionally, the target population was only fairly representative, as it excluded some key actors, such as suppliers and industry regulatory agencies. This study addressed the manifested research gap by extending the target population to not only involve employees in the selected SOEs (KPLC and REREC), but also included suppliers, the employees from the regulator (EPRA), and end-user consumers.

Motieri and Minja (2019) carried out a study on employee participation and delivery of services in Nairobi Water & Sewerage Company. They utilized a descriptive research design for their research methodology, and selected a sample of 148 employees. The results of the study confirmed that employee participation had a significant positive effect on service delivery. The study further revealed a strong positive association between aspects of employee participation, such as allowing direct participation of employees, involving them in setting work plan, delegation of work duties, encouraging individual goal setting of the employees and involving them in decision-making process contributed positively to anticipated outcomes of decisions made.

But unlike Motieri and Minja's (2019) research that focused on the water sector, the current study sought to establish the influence of actors' participation, involvement in decision-making processes and promptness of communication channels in SOEs in the energy sector. Further, the study adopted correlational analysis which does not provide insights into the direction of causation on the surveyed phenomena and as such adopted multiple linear regression analysis to resolve this research dilemma.

In another study, Barongo (2018) investigated the factors influencing service delivery in SOEs—A case of Rural Electrification Authority (REA, now REREC). The study investigated how communication affected service delivery in SOEs. The target population was 97 suppliers and 13 customer service staff in REA. Barongo used a descriptive research design as a blueprint for executing the research strategy. The outcome of this inquiry indicated that communication was significant in influencing quality of services delivered by REA to the actors.

As such, Barongo (2018) concluded that the use of more than one communication channel to educate, inform and persuade the end-user consumers was a necessity and that the management should emphasize the use of vertical, upward and horizontal communication channels for prompt communication to upper level managers concerning activities and performance in the SOE as well as enhancing individual participation during the provision of quality service via the use of face-to-face communication to relay ambiguous or difficult messages, or when receiver and

sender differ in opinion. However, Barongo's (2018) study did not cover the broader aspect of actors to include the regulator's (EPRA) and end-user consumers' inputs which gap this study intends to bridge.

### **2.1.3 Policy Compliance and Service Delivery**

Government bureaucracy has a major influence on policy formulation and implementation (Onyekwelu, Okpalibekwe & Dike, 2015). It highlights what is to be done, how to do it and who is the expected beneficiary. The rules and regulations are the main components of a formal organisation, which stipulate what employees of an institution are supposed to do (Knill & Grohs, 2015). The foundation frameworks of bureaucracy that are put in place by a country influence its work instructions and reporting structures (Olsen, 2006).

When it comes to policy compliance, government bureaucracy concerns itself with aspects of the selection process, rules and regulations and work instructions (Olsen, 2006). Government bureaucracy requires institutions to comply with the set policy (Knill & Grohs, 2015). To be able to address the issues pertaining to service delivery, it is paramount to comply with policies enacted to govern selection process of competent employees who can strategize in meeting the goals of the company that is to make the end-user consumers happy.

Rules and regulations entail specific guidelines on perspective of work in general and what one should do by way of discharging the assigned duties (Olsen, 2006). They serve as a guide in an organization and allow for uniformity among employees and the consumers (Knill & Grohs, 2015). Technical and behaviour rules lay foundation on how employees conduct and carry themselves in the institution and draw the line to show what is acceptable and what is constrained. Within bureaucratic firms, the formalized system constituting a set of rules and regulations and work instructions allow the administration to operate at its maximum efficiency (Onyekwelu, Okpalibekwe & Dike, 2015).

The rules and regulations of an institution dictate the flexibility in dealing with situations, thus affecting the delivery of services (Alvinus, 2012). Indeed the

adoption of these rules and regulations in bureaucratic SOEs can easily lead the institution to be directly counterproductive, especially when the situation demands swiftness (Alvinus, 2012). Despite the clear path that policies introduce in government agencies in ensuring order, one is expected to go through several bureaucratic channels before they can access the services.

In Ghana, for instance, service delivery of water and electricity supply to the public is characterized by numerous bureaucratic channels that must be followed before any approval is given. These are cumbersome procedures that frustrate the clients, forcing some to give up the search for the services (Alornyeku, 2011). The public is therefore forced to engage in corrupt practices in form of “facilitation fee” to hasten the process.

Work instructions define in detail how a job ought to be carried out. Rules and regulations are input to work instructions (Weylandt & ANTI, 2016). This means that work instructions are formed from the rules and regulations that govern a SOE. The core target of work instructions is to guide the employee to follow a specific set up by the SOEs while performing their duties so as to become effective, efficient, ensure uniformity among employees in delivery of services while complying with the set rules and regulations (Ferrell & Fraedrich, 2016).

Work instructions can be used in developing individual work plans and goals as long as there is proper alignment with the rules and policies of the enterprise so as to efficiently and effectively deliver desirable services (Ferrell & Fraedrich, 2016). This provides a measure of what is working and what is to be improved. Work instructions are instrumental to ensuring that the employees are guided while carrying out their duties, thus countering errors that may arise and hinder the provision of service (Ferrell & Fraedrich, 2016).

Work instructions also ensure there is consistency in the provision of service through uniform and guided processes and duties performed (Freeman, 2000). They further aid in identifying mistakes, possible risks and facilitate compliance with rules and regulations that would influence the delivery of service (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).

Compliance with the rules and regulations is biased and applies to only few. For instance, in the hiring process in SOEs, the appointment is based on corruption, favouritism and nepotism (Atieno, 2009). In the past, top jobs in state corporations were used by the government of the day to reward its political cronies (Atieno, 2009). Competent personnel in government agencies not only ensured satisfactory service delivery, but also the general performance of the institution. Effectiveness and efficiency in management of state corporations is highly dependent on personnel competence (Chouhan & Srivastava, 2014).

To be able to address the issues pertaining to service delivery, it is paramount to employ competent employees who understand what the organization needs to do to meet the end-user consumer expectations (Atieno, 2009). The employees should have a technical background that will aid in providing sound judgement and ensure that the expected goals are met and, better still, surpassed (Atieno, 2009). In Kenya, appointments to board of directors in state-owned enterprise is done based on favouritism, whether ethnicity or political; proven competence is not considered (Atieno, 2009; Njagi, 2016). Needless to say, the continued hiring of employees and decision makers who have no proper training and background knowledge would culminate in the failure of those state-owned enterprises.

Ileri (2016) conducted a study on the effectiveness of appointments to board of directors (BOD) in SOEs, based on the legal and regulatory framework in place. The

study adopted qualitative approach in a survey with 300 respondents as the sample. The inquiry found out that the board members in the surveyed SOE had no job experience, no relevant professional training and lacked requisite education. This negatively affects service delivery due to the managerial capacity of the person(s) and the morale of the employees.

Ileri (2016) further noted that the selection was based on favouritism, ethnicity, political favours; little or no relevant knowledge was considered. While policies that guide the selection process maybe complied with, we cannot ignore the influence of the government of the day in rewarding their political cronies (Atieno, 2009). The study by Ileri (2016) sought to provide an explanation on the link between the appointments of board of directors and corporate governance. The current study, however, focused on the hiring process of all the workers and their influence on service delivery.

In another study, Njenga (2011) researched the strategies used by KPLC to reduce non-technical electricity losses by investigating the various strategies and factors that influence non-technical electricity losses in KPLC. The study used a case study design in gathering qualitative research data and analysed the observations gathered in themes using content analysis. The revelations made by the study confirmed that non-technical electricity losses were caused by customers, some of whom were facilitated by KPLC employees. This finding illustrates the fact that some employees in KPLC breached the code of conduct to oversee and facilitate irregularities, thus facilitating non-technical electricity losses in the delivery of their services. But this current study investigated the impact and effectiveness of rules and regulations and work instructions given to employees in KPLC and sister companies SOE, REREC towards the realisation of quality service delivery.

#### **2.1.4 Political Environment and Service Delivery**

Political environment refers to the domain having sway on administration of government from the higher tier of government or politicians (Usang & Salim, 2016). The political environment refers to how politicians manipulate the selection process, administrative activities and operations of the SOEs in a way that

bureaucratic principles governing the institutions fully or partially follow in the interest of the politician (Rothstein & Teorell, 2008). Government bureaucracy plays a critical function in formulating, implementing and reviewing of government policies, but it is hugely influenced by the politics in the country (Agboola, 2016).

The intervention by the government highly determines if service delivery is efficient or not. The government can either control or influence through its power and authority the trajectory of services, the leadership or the policy compliancy of SOEs. Ferguson (2019) asserted that governments across the globe are failing their communities by becoming self-serving custodians instead of solving problems faced by their people and yet rewarding themselves handsomely for the failure. Delivery of services in enterprises in the public sector is mainly influenced by ideologies, and intended legacies of the dominant political parties at the time (Ferguson, 2019). The control or influence of the leading party influences the delivery of service.

In a study on SOEs as hybrid organizations around the world, Bruton, Peng, Ahlstrom, Stan and Xu (2015) polled 23 SOEs drawn from different countries, China, USA, Japan, Russia, Switzerland, France Brazil and Spain. Bruton et al. (2015) noted that current SOEs should be regarded as hybrid organizations that possess aspects of private participation in control and ownership and state control and ownership. This hybrid nature, according to Bruton et al. (2015) requires additional attention due to its adaptive and enduring form of organization that accounts for about 10% of the GDP globally, representing some of the largest firms worldwide. Corroborating the views of Bruton et al. (2015), this study intended to avail empirical evidence on the influence of political environment on delivery of service in state corporations in Kenya.

Political infighting has also been cited by Dlamini (2017) as interfering with service delivery in local municipalities in South African. The study adopted a purposive sampling method on 71 study participants. The findings of this inquiry established that intra political infighting significantly affected service delivery at the municipal. The study established that political infighting had bred corruption and poor administration of resources. The study recommended that political environment in

municipal administrations be limited in power and clear demarcations enacted. Challenges always arise in creating boundaries between the government of the day, politicians and the public sector officials.

Again, from Ileri's (2016) study on the effectiveness of appointments to board of directors (BOD) in SOEs based on the Legal and Regulatory Framework in place, it was established that the employees of the SOEs serve the president's interests, so they do not enjoy working freely during their tenure. The study further established that the interference by the president was extensive and the board of directors are directed on what to do by him. In addition, the appointment of unskilled employees with no technical knowhow in any agency resulted to poor service delivery due to mismanagement and only minding the interests of the privileged few to the detriment of the majority. The day's government at times engages in services that are not informed by the needs of the people, thus negatively affecting service delivery. The interference can strain the SOEs financially and incapacitate them in the delivery of services (Usang & Salim, 2016).

### **2.1.5 Working Environment and Service Delivery**

Working environment, as defined by Raziq and Maulabakhsh (2015), include jobs carried out, activities in training sessions, control on employee job activities, employee's sense of work-related achievement, and the unseen value of tasks. Working environment also implies the surrounding circumstances that support innovation through research and development, withheld values, beliefs and the ways in which institutions operate (Njoroge, 2015).

A study by Raziq and Maulabakhsh (2015) examined whether job satisfaction was affected by working environment in educational institutes, banking sector and telecommunication industry located in Quetta City, Pakistan. The investigation adopted a quantitative approach and used probability sampling to come up with a group of 210 employees for the survey. The outcome of analysis demonstrated that indeed a linear positive correlation exists between working environment and job satisfaction. More notable is the fact that working environment had a positive effect on employee job satisfaction. Further, uncondusive working environment

constrained the employee's capabilities to realise full potential, indicating that working environment is noticeably important in enterprises.

Further, Raziq and Maulabakhsh (2015) alluded that a conducive working environment enables employees to work with ease in a relaxed and free environment that does not depict some form of burden or undue pressure which may cause performance of employees to decline. However, Raziq and Maulabakhsh did not interrogate the role of technology and organizational culture, which are critical aspects of working environment, on job satisfaction and, by extension, employees' service quality, a concern the current study addressed.

Taohid, Sujai and Nugraha (2021) explored whether working environment and work motivation were affected by work discipline of state civil apparatus. The study targeted Civil Service employees in Panyileukan District within City of Bandung in Indonesia. In the survey, working environment was shown to have a significant influence on work discipline (at 33%) while work motivation also had a significant effect on work discipline. In light of these findings, Taohid, Sujai and Nugraha (2021) posited that work discipline was significantly impacted by motivation and work environment. In this current study, organizational culture and technology were investigated as components of working environment, since the study by Taohid, Sujai and Nugraha (2021) was silent on their relationship to the quality of service delivered by SOEs.

Another study by Langat and Gachunga (2018) on factors influencing electronic commerce adoption by SOEs in Kenya selected KPLC as the case study. The study utilized descriptive research design whereby staff members in top management and in departments of operations and Information Technology formed the target population. The significance, strength and direction of association between organizational factors, technological variables, environmental variables, individual characteristics, and E-commerce adoption was tested using Pearson Correlation. The findings indicated that the SOEs that had invested on E-commerce had improved their operations and performance compared to the SOEs that had not adopted E-commerce.

In conclusion, Langat and Gachunga (2018) emphasized the adoption of E-commerce as a key pillar in an SOE. The current study on its part investigates whether the working environment operationalized as organizational culture and, information and communication technology plays a moderating role on the link between government bureaucracy and services delivered by state corporations in the Kenyan energy sector.

## **2.2 Theoretical Literature Review**

### **2.2.1 Bureaucratic Theory**

This study adopted the Max Weber model of bureaucracy which was introduced in 1947 by Max Karl Emil Weber, today referred to as the father of bureaucracy. In this theoretical model, Weber illustrated how an organization was governed foremost through structuring the organization into a hierarchy (Omweri, 2018). Further, clear rules, regulations and work instructions were put in place to facilitate order in achieving the goals set. Finally, Weber envisioned maximized effectiveness and efficiency through professionalism, impartial relations and through technical competence.

According to Max Weber (1978), bureaucracy was a model of administration, characterized by formalized rules and regulation, division of labour, the hierarchy of authority and work instructions for formal selection, impersonal and career orientation. Weber identified two essential elements that guide bureaucracy. The elements include structuring an organization to form a hierarchy and having clearly defined rules that aid decision-making process. The elements benefit the organization in achieving the goals through their effectiveness, efficiency, and accountability in service delivery.

Max Weber, being a sociologist, was concerned with social organizations that would maintain social cohesion and at the same time achieve the set objectives of the organization efficiently. Max (1978) adopted concepts of leadership that were clearly defined in each level, following a set of rules and regulations while operating in the organization and division of labour so that employees worked based on their

specialization and had a formal selection process. The main goal of Max Weber's theory was to ease the management of large organizations, promote the achievement of efficiency and be accountable to the people.

This theory suggested that adopting a clear hierarchy formed the basis of organizational planning and allowed for decision making, which is centralized. Leadership hierarchy aided service delivery and also accomplished organizational mission through unified decision-making process, systematic discipline of workers and clear communication. Leadership hierarchy had a positive influence on the delivery of services of institutions, but it was entirely dependent on the type of leadership endorsed from the top tier.

A positive influential leadership from the top tier was to be replicated in other levels below and vice versa, thus determining the effectiveness and efficiency of services delivered. Max Weber's theory is related to the first objective of the study on influence of leadership hierarchy as an aspect of government bureaucracy on service delivery in the Energy sector in Kenya.

The theory further emphasises the need for policy compliance in the quest for quality service delivery. Policy compliance entailed following a set of rules and regulations in the selection process, professionalism and work instructions. These aspects stipulated what employees of an institution were to do in ensuring conformity and order (Knill & Grohs, 2015). The rules highlighted the expected code of behaviour while performing work operations and also drew the line on what was constrained. The leader of a certain division was limited to the rules under his management division.

However, Weber's theory had been criticized for its negative impact once it was exercised in extremes. Dynamics of leadership globally faced complex issues which paved way for the use of power to mischief common people, resulting to fund embezzlement, corruption, inefficiency and ineffectiveness in the pursuit for service delivery (Chilunjika & Mutizwa, 2019). Weber's theory was blamed for excessive bureaucratic powers in leadership which produced privileged groups that were more

interested in achieving the interests of the few while neglecting the common good (Dunleavy, Congleton, Grofman & Voigt, 2019).

Omweri (2018) further argued that excessive bureaucracy was characterized by radical, rigid rules and regulations that hindered the delivery of service because there was no room for innovation and creativity. Despite the hurdles, the efficiency that bureaucracy brought about in managing large corporations has been crucial. A well-structured leadership hierarchy and flexible rules and regulations releases energy, allows creativity, enhances motivation, increases productivity and ultimately enhances service delivery (Omweri, 2018). Therefore, bureaucratic theory was useful in investigating the influence of leadership hierarchy and policy compliance on service delivery in the SOEs in the Energy sector in Kenya.

### **2.2.2 Stakeholder Theory**

The Stakeholder theory was posited by Edward Freeman in 1984. According to this theory, stakeholders are all the persons who are influenced in one way or another by the organizational environment. Freeman laid emphasis on bringing together relationships between an organization, its employees, the clients, the investors and every person with a stake in the organization (Freeman, 2010). Simply, an organization was obligated to create value for all the stakeholders, not just the shareholders, by looking into their overall needs of improved service delivery (Kinyua, 2016).

Stakeholders in state-owned enterprises include the consumers, the government, the investors and the employees. Thus, the stakeholders can either be internal or external (Chege, 2019). The stakeholders are key determinants of service provision and delivery. This therefore requires a cross examination on all the stakeholders to identify their level of power, their perspectives on matters concerning service delivery and their input on the same. The success of an organization in service delivery was pinned on understanding the needs of the stakeholders and incorporating their ideas in policy formulation in achieving effectiveness and efficiency.

Nevertheless, the theory posed a challenge, especially in the stakeholder's involvement on all clients of an organization since it didn't place a measure on whether the level of stakeholders' involvement was passive or active. Large companies, especially KPLC have a wide range of stakeholders, who would take a lot of time and money to engage. To make better and informed decisions in the state-owned enterprises, it was fundamental to include actors in all stages for the effectiveness of service delivery (Omweri, 2018).

However, there was need to establish democracy and legitimacy in identifying the persons (Kornberger et al., 2017). This was to ensure that all the needs of the clients were well represented so that there was no bias towards representation of the privileged few. Freeman's view on stakeholders' involvement was essential in this study in highlighting actors' interest in the Energy sector. That is why Stakeholder theory was used to interrogate the influence of actors' interest on service delivery in the SOEs in the energy sector in Kenya.

### **2.2.3 New Public Management Theory**

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

New public management theory often link doctrines of economic rationalism meant to upgrade public service quality, minimize public expenditure, boost the efficiency, effective accountability, transparency of operations, decision-making to promote effectiveness and facilitating a more effective policy implementation (Mongkol, 2011). The notion that public bureaucracies monopoly propagate and consistently become inefficient motivated the development of New Public Management Theory

(Andrews & Van de Walle, 2013). It symbolizes a set of ideas, practices and values, focusing on mimicking private sector concepts and techniques, breaking away from the traditional model of public administration (Hood, 1991 as cited by Barzelay, 2002; Basheka, 2012; Baguma, 2017; Wagana, 2017).

The New Public Management Theory encompasses a wide range of aspects of governance in the public sector. These aspects include creating autonomous agencies, restructuring and setting up of overall strategy, showing value for taxpayers' money, introducing competition in public service, client responsiveness and bolstering transparency, accountability, inclusiveness productivity and improved service delivery (Baguma, 2017; Zungura, 2014).

Gumede and Dipholo (2014), cited by Wagana (2017), demonstrated that the New Management Theory took the trajectory of viewing the public sector as a market for productivity and managerialism as a governance approach that realized productivity gains. This theory tries to resolve issues of equity, participation and inclusiveness, transparency, accountability, rule of law, efficiency and effectiveness, value for taxpayers' money and public service responsiveness (Ekundayo, 2017). Provisional incentives encourage increased output from each employee and revenue surge incentive for organizations. Ethical codes of conduct within organizations are also emphasized (Dunleavy, Gamble, Holiday & Peele, 1997).

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

#### **2.2.4 Systems Theory**

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

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

Service delivery was the overall outcome of all aspects of leadership hierarchy, such as Actors' interests, policy compliance and external factors, such as political environment. Their effectiveness and successful implementation were manifested in the efficient, prompt response and customer satisfaction in service delivery. Effectiveness was measured based on how well it met the needs of its consumers. Every element in the organization determined how successful the desired outcome was going to be. This implies that difficulty in one of the components impacts on the entire system. All the components must therefore be synchronized towards the main goal of providing better service or achieving the overall goal.

As such, in relation to the earlier discussed theories, bureaucratic theory which focused on leadership hierarchy and policy compliance, stakeholder theory which focused on the influence of actor's interest and new public management theory that focused on government bureaucracy all form segments in the systems theory.

According to Systems theory, success in service delivery is as a result of the success in the elements government bureaucracy, leadership hierarchy, actors' interest, policy compliance and political environment.

Thus, Systems theory allows for the inclusion of more than one factor (for instance leadership hierarchy, Actors' interest, policy compliance or political environment) in the study on service delivery in the SOEs in the energy sector in Kenya.

### 2.3 Focus of the Current Study

**Table 2.1 Summary of Literature Reviewed and Current Study Focus**

Author Year	Area of focus	Critical Findings	Methodological/ Knowledge Gaps	Current study focus
Huang & Snell (2003)	Organizational leadership, organizational moral climate and governance justice in SOEs	Positions were filled corruptly in an unjust manner, disregarding merit in favour of connections.	Did not focus on the influence of leadership hierarchy, Actors' Interests, Policy Compliance and Political Environment on services delivered by the SOEs.	Investigated Leadership Hierarchy, Actors' Interest, Policy Compliance and Political Environment's influence on service delivery in SOEs.
Donkor & Zhou (2019)	Leadership and SOEs in Ghana	Complexity leadership combined with adaptive systems leadership  behaviour in bureaucratic hierarchy explains how informal organizational dynamics function correctly promote better operations of SOEs	A critique to the top-bottom control formed the discussion which involved Ghanaian SOEs	Investigated Leadership Hierarchy and Policy Compliance influence on service delivery in Kenya's SOEs in the energy sector.

Riziki (2018)	Factors affecting service delivery in parastatals	Organizational structure and communication components affected service delivery positively.  Knowledge and skills have no effect on service delivery.	Leadership Hierarchy and Policy Compliance were not investigated.	Investigated Leadership Hierarchy and Policy Compliance influence on service delivery on SOEs in the energy sector in Kenya.
Mutegi & Ombui (2016)	Factors that caused poor performance of SOEs in Kenya.	Inadequate performance management framework ineffectively linked performance of SOEs to national development targets and inadequately link individual performance to SOE performance.	Elements of government bureaucracy were not studied.	Investigated leadership hierarchy, Actors' Interest, Policy Compliance and Political Environment's influence on service delivery on SOEs in the energy sector in Kenya.
Motieri & Minja (2019)	Employee participation and service delivery in Nairobi water sewerage company.	There was a strong positive association between aspects of employee participation such as allowing direct participation of employees, involving them in setting work plan, delegation of work duties on service delivery.	Tested for a direct relationship between employee participation and service delivery.  Adopted correlational analysis, which is inadequate for the study.	Introduction of a moderating variable to test for an indirect relationship.  The study adopted multiple linear regression analysis.

Wijaya (2019)	Evaluation of Actors interaction in Indonesia	Active involvement of all stakeholders resulted in the success in the project.	The study was limited to an NGO set up. The findings could not be inferred.	The study bridged the gap by exploring on state owned enterprises.
Ohemeng et al. (2020)	Employee engagement and task performance in SOEs in the power sector.	Employee engagement in terms of vigour as compared to absorption and dedication was significant and positively influence SOEs' task performance in the power sector in Ghana.	The study narrowly focused on engagement of employees, overshadowing employee involvement in decision-making and communication mediums.  Target population was also narrow, excluding suppliers.	Investigated Leadership Hierarchy and Policy Compliance influence on service delivery on SOEs in the energy sector in Kenya.  Extended the target population to not only involve employees in the selected SOEs but include suppliers, employees from the regulator.
Barongo (2018)	Service delivery factors – A case of Rural Electrification Authority (REA)	Communication was significant in shaping service quality from REA to the Actors.	The study did not cover the broader aspect of Actors to include the regulator's (EPRA) and end-user consumers' inputs.	Included other aspects of Actors' Interest and EPRA employees plus end-user consumers.
Njenga (2011)	Strategies used by KPLC to reduce non-technical electricity losses	Non-technical electricity losses were caused by customers, some of whom were facilitated by KPLC employees.	There was evidence of breaching the code of conduct to oversee and facilitate irregularities.	Investigated the impact and effectiveness of rules and regulations, work instructions given to employees in KPLC and REREC towards the realisation of quality service delivery.

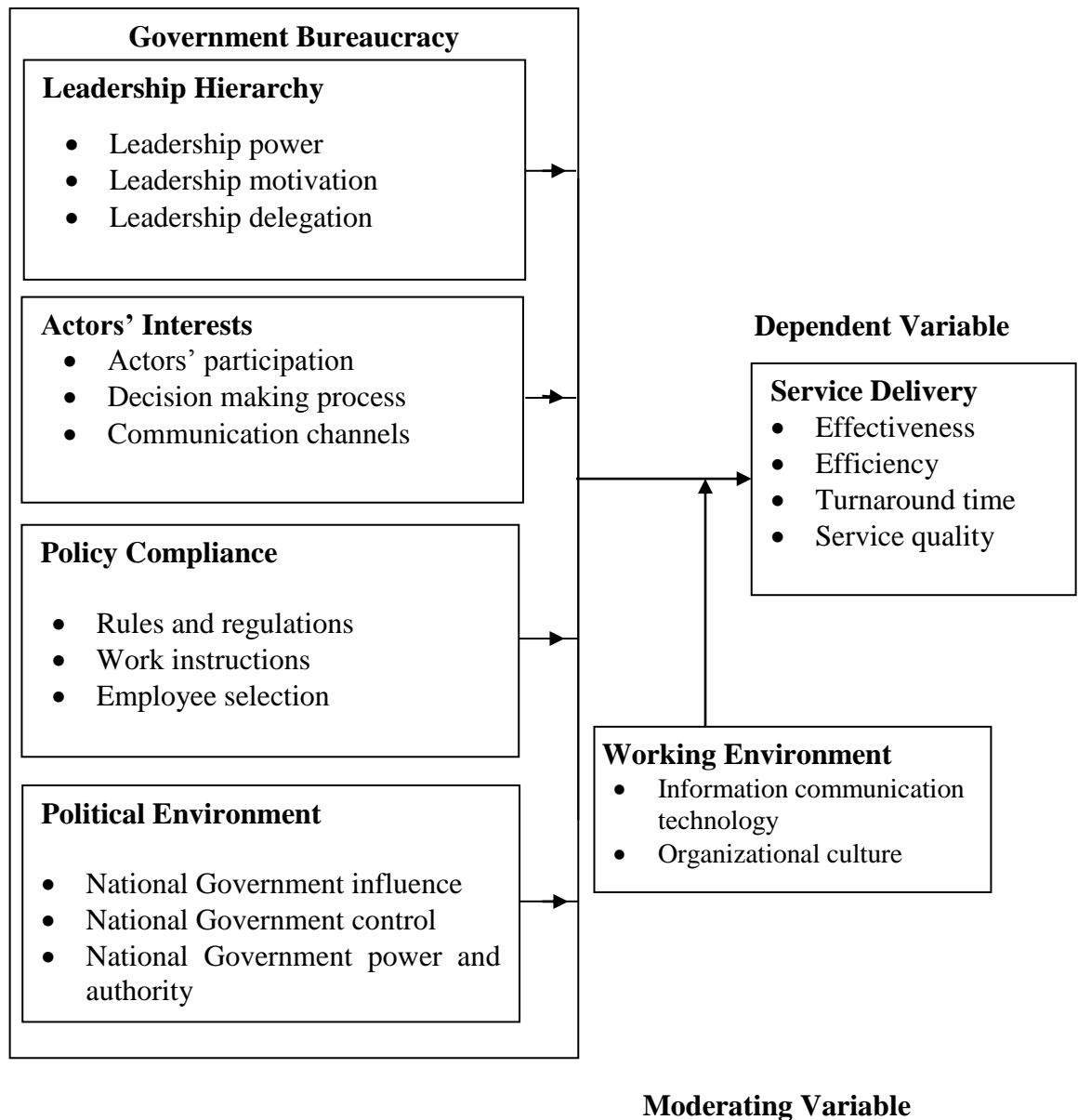
Masiya, David and Mazenda, (2019)	Impact of effective public participation on service delivery in South Africa.	Citizen participation influenced service delivery.	Focused on factors outside the institution (Cape Town Municipal Council).  Descriptive survey, which is limited for the study	Focused on intra as well as external-factors.  Descriptive and explanatory designs were used.
Ileri (2016)	Legal Regulatory Framework and appointment of board of directors (BOD) in Kenya	Board members of the SOE had no job experience, no professional relevance and lacked requisite education.	Limited scope. Focuses on board appointment and corporate governance.	Focused on the hiring process of all employees and the influence on service delivery on SOEs in the energy sector in Kenya.
Raziq & Maulabakhsh (2015)	Working environment and job satisfaction.	Working environment was positively correlated to job satisfaction.  Unconducive/bad working environment constrained the employees' capabilities to attain full potential.	Did not consider the influence of technology and organizational culture on job satisfaction.	The current study considered the impact of organizational culture and technology in relation to service delivery on SOEs in the energy sector in Kenya.
Langat & Gachunga (2018)	Electronic commerce adoption associated factors in Kenya's SOEs	SOEs that had invested on E-commerce adoption had improved their operations and performance compared to the SOEs that had not adopted E-commerce.	The study focused on Technology only.	Investigated the influence of organizational culture in addition to technology on the quality of services delivery on SOEs in the energy sector in Kenya.

## 2.4. Conceptual Framework

A conceptual framework diagrammatically presents the relational association among the set of research variables adopted for an empirical investigation (Tamene, 2016).

Figure 1 below shows the four types of variables.

### Independent Variables



**Figure 2.1 Conceptual Framework**

**Source: Researcher (2021)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents a concise narrative of the research strategy and methods which enabled the researcher to successfully execute the empirical study. Precisely, it comprises the research paradigm, research design, operationalization of research variables, units of analysis and observation, site of the study, target population, sampling frame, sample and the sampling technique, data collection instrument, validity of research instrument, reliability, data collection procedure, data analysis, and ethical consideration.

#### **3.1 Pragmatic Research Philosophy**

A research philosophy is concerned with how data is gathered, analysed and used to explain a phenomenon (Andriukaitienė et al., 2018). The study relied entirely on pragmatism research philosophy because it advocates for mixed-methods research that is deemed prudent for social research (Morgan, 2014). Pragmatism allows for multiple methods for collecting data (Yvonne, 2010) and, in this study, semi-structured questionnaires were utilized. In addition, Giacobbi, Poczwardowski and Hager (2005) hold similar assertion that pragmatism advocates for pluralistic methods during research.

Pragmatism research philosophy includes both deductive and inductive research approaches, as such, it allows for the incorporation of both positivism and interpretivism research philosophies, as it holds the belief that no unilateral viewpoint can exhaustively cover the entirety of a research problem (Saunders, Lewis, Thornhill & Bristow, 2015). Further, this type of philosophy pays close attention to issues of social justice, morality and ethics as very crucial throughout the research.

Pragmatism has been termed as a philosophy that encompasses common sense due to its nature of assessing actions in light of practical consequences (Shields, 1998). The study embraced pragmatism research paradigm to facilitate collection and

analysis of empirical data using mixed methods that reflected the reality of the state of service delivery from different perspectives in relation to leadership hierarchy, actors' interest, policy compliance and political environment, with working environment tested as a moderating variable in state-owned enterprises under study, since locally it has been used by different scholars, among them Akanga (2014) and Juma (2018).

The use of close-ended and open-ended questions facilitated the collection of information, both quantitative and qualitative, in the form of structured and semi-structured questions. Whereas the closed-ended questions accrued quantitative data, the open-ended questions in the questionnaire accrued qualitative data. Much of the data collected were in tandem with data analysis.

### **3.2 Research Design**

Kothari (2014) describes research design as a framework that is used in providing the appropriate solutions to the questions under study. The research utilized both descriptive and explanatory research designs using cross-sectional survey data that allowed for triangulation of data and thus increased the validity of the findings. A descriptive research design is not experimental but is objective; that way the data collected doesn't change the environment and is guarded against bias that may result from manipulation (Gliner, Morgan & Leech, 2011).

The data collected using descriptive research design aids in describing persons, organizations, settings or phenomena (Ritchie & Ormston, 2003). These features were appropriate in providing statistical information which enabled the researcher to achieve a good balance in presenting the state of affairs of the phenomena that were observed in state-owned enterprises in the energy sector as well as making generalization (Wanjau et al., 2012; Berg, 2008).

On the other hand, explanatory research design as a quasi-experimental research design with wide application in social science inquiries is suitable for establishing causal links between the set of research variables chosen in this study and therefore aided in hypotheses testing (Kothari, 2014).

### 3.3 Operationalization and Measurement of Research Variables

In practice, sound observation of organizational phenomena in any given empirical investigation is contingent upon careful conceptualization and operationalization of all related research variables. Whereas conceptualization aids in refining and specifying organizational phenomena, operationalization is instrumental in providing insight into the measurable aspects or indicators of a construct in a given context. Operationalization and measurement of research variables chosen in this thesis is as tabulated.

**Table 3.1 Operationalization and Measurement of Research Variables**

Variable	Category	Operationalization	Measurement
	<b>Dependent</b>		
Service Delivery in SOEs, Energy sector in Kenya		Effectiveness of service delivered, Efficiency of service delivered Service turnaround time and quality of service delivered	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 15 test items for the construct</li> </ul>
	<b>Independent</b>		
<b>Leadership Hierarchy</b>			
Power use		Management control within the SOE, leadership command,	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 9 test items for the indicator</li> </ul>
Motivation		Influence of power in motivating employees, extent of motivation	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 6 test items for the indicator</li> </ul>
Delegation of duties		Extent of individual goal setting, influence of division of labour on service delivery.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 6 test items for the indicator</li> </ul>
<b>Actors' Interest</b>			
Participation		Level of involvement, ability to give feedback, opinions and views, collective approach in addressing concerns	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 9 test items for the indicator</li> </ul>

Decision making process		Adoption of knowledge shared by stakeholders, level of engagement with the stakeholders and extent to which the decisions made improve service delivery	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 10 test items for the indicator</li> </ul>
Communication		Availability of communication channels, promptness of the channels	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 9 test items for the indicator</li> </ul>
<b>Policy Compliance</b>			
Rules and regulations		Flexibility of the rules and regulations in dealing with situations. Their level of influence on services delivered.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 9 test items for the indicator</li> </ul>
Selection process		Guiding principles of appointment process, level of technical competence and background technical expertise.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 10 test items for the indicator</li> </ul>
Work instructions		Flexibility of work instructions, the level of effectiveness achieved and uniformity among employees in delivery of services.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 6 test items for the indicator</li> </ul>
<b>Political Environment</b>			
National government influence		Extent of National government intervention, realignment of deliverables towards high priority projects/programmes.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 5 test items for the indicator</li> </ul>
National government control		Flexibility of NG in supporting/ financing projects. Extent of control on appointments	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 5 test items for the indicator</li> </ul>
National government power and		NG support, policy changes, political atmosphere and	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> </ul>

Authority over SOEs.		economic cushioning.	<ul style="list-style-type: none"> <li>• 5 test items for the indicator</li> </ul>
	Moderating variable		
<b>Working Environment</b>			
ICT		Level of ICT adoption, ICT sufficiency, effectiveness, and efficiency.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 8 test items for the indicator</li> </ul>
Organizational Culture		Integrity and accountability, relating to public confidence.  Professionalism and team work relative to employee motivation.	<ul style="list-style-type: none"> <li>• Likert rating scale with five points</li> <li>• Interval variable</li> <li>• 10 test items for the indicator</li> </ul>

**Source: Author (2021)**

### 3.4 Unit of Analysis and Observation

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

### 3.5 Site of the Study

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

### 3.6 Target Population

Population may be viewed as the entirety of events, group of people, objects, cases, or subjects of interest that a researcher intends to investigate (Kyalo, *et al.*, 2015). This inquiry precisely focused on the two state corporations within the energy sector and the regulator of the corporations. Precisely, the survey was confined to operational personnel, junior level managers and senior-level managers working in the head offices of KPLC, REREC and EPRA. Furthermore, suppliers and end-user consumers of KPLC and REREC served at the head offices of KPLC and REREC also constituted part of the population of the study.

The study surveyed senior managers who reported to the chief executive officer as they discharged their duties in the various functional units and were sufficiently knowledgeable and conversant with relevant practices relating to government bureaucracy, working environment and service delivery in the respective state-owned enterprises. An aggregation of subjects comprising the population of this study was 7,558 distributed in the manner depicted in the tabulated data.

**Table 3.2 Target Population**

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

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

Table 3.2 provides information on the distribution of subjects across the identified categories. Generally, the population of the study was distributed into 5138, 2390 and 30 subjects translating to 67.98 percent, 31.62 percent and 0.40 percent for KPLC, REREC and EPRA respectively. In particular, a majority of subjects in the population are associated with KPLC, comprising 20 senior management personnel, 86 junior management personnel, 1711 operations personnel, 76 suppliers and 3245 end-users.

The least number of subjects in the population were from EPPRA, comprising 5 senior managers, 9 junior managers and 16 operations personnel. The rest of the subjects in the population were associated with REREC and comprised 19 senior management personnel, 83 junior management personnel, 378 operations personnel, 48 suppliers and 1862 end-users.

### **3.7 Sampling Frame**

According to Rahi (2017), a sampling frame is a listing of all cases that are deemed to possess information that is pertinent to a given inquiry. The Ministry of Energy has 6 semi-autonomous agencies, 5 SOEs and an Energy tribunal from which this study choose KPLC and REREC as the two state-owned enterprises, which are utility institutions offering similar services to end-users and the characteristic profiles of the end-users are similar and the Energy and Petroleum regulator (EPRA) as an actor with interest. The sampling frame for this thesis involved 7,558 subjects, comprising senior management, junior management, and operations personnel of the two state-owned enterprises and EPRA, and suppliers and end-users of KPLC and REREC.

### **3.8 Sample and Sampling Technique**

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

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

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

Where:

n = Size of the sample

N = Size of population

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

Hence

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

$$n = 380$$

Further

$$\text{Sampling Factor (p)} = 380/7558 = 0.05$$

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

**Table 3.3 Sample Distribution**

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

**Source: Author (2021)**

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

### **3.9 Instrument for collecting Data**

Survey constituted of primary data that was essentially gathered using a semi-structured questionnaire, a widely applied tool for collecting empirical information required for test hypotheses and drawing conclusions (Kothari, 2014). The

questionnaire was structured into two broad sections for general and specific information. The general information section comprised five questions that sought information relating to important attributes of respondents involved in this study. The specific information section was intended to elicit information and responses on the observable aspects of the research variables necessary for responding to the research objectives of this study.

Moreover, the general information section was structured into sub-sections for leadership hierarchy, actors' interest, policy compliance, political environment, working environment, and service delivery. The majority of questions in the questionnaire were closed-ended in nature and constructed on a five-point Likert rating scale to aid in collection of quantitative data for purposes of facilitating testing of the formulated hypotheses. A smaller proportion of the questionnaire consisted in open-ended questions intended to gather qualitative responses that could enrich the data gathered through the closed-ended questions.

### **3.9.1 Validity for Research Instruments**

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

Face validity evaluates the appearance of the test instrument on the basis of feasibility, readability, consistency of style and formatting, and language clarity. Content validity essentially refers to the degree to which a given set of items encompasses the content of construct that ought to be measured (Taherdoost, 2016; Yusoff, 2019). Construct validity relates to the extent to which a theoretical concept or construct is translated, and thus signifies a functioning and operating reality in a

given context. Face validity was essentially confirmed through expert opinion that included input from the supervisors and others members of faculty. In addition, in order to ensure content and construct validity, the researcher undertook a thorough and extensive review of relevant conceptual and contextual literature as guided by the chosen research variables.

### 3.9.2 Reliability

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

**Table 3.4 Statistics for Reliability Test**

<b>Research Variable</b>	<b>Number of Items</b>	<b>Cronbach’s alpha Index</b>	<b>Decision</b>
Leadership Hierarchy	21	0.959	Reliable
Actors’ Interest	28	0.981	Reliable
Policy Compliance	25	0.917	Reliable
Political Environment	15	0.712	Reliable
Working Environment	18	0.967	Reliable
Service Delivery	15	0.924	Reliable
<b>Aggregate Score</b>		<b>0.921</b>	<b>Reliable</b>

**Source: Pilot Data (2021)**

The outcome of reliability analysis demonstrates that the set of items for actors’ interest had the highest level of Cronbach’s Alpha index of 0.981 while political environment had the least at 0.712. The rest of the research variables had a

reliability index of 0.967, 0.759, 0.924, 0.917 and 0.912 for working environment, leadership hierarchy, service delivery, policy compliance, and political environment respectively. As can be observed, the reliability index for the six research variables exceed the threshold of 0.7 adopted by the research as has been recommended for questionnaires (Cooper & Schindler, 2010).

These findings are corroborated by an aggregate Cronbach's Alpha index of 0.921 with a corresponding statistical implication that the research variables are indeed reliable.

### **3.10 Data Collection Procedure**

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

### **3.11 Data Analysis**

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

#### **3.11.1 Descriptive Analysis**

The collected data was carefully examined for completeness, quality, and consistency. These data were coded and transcribed, thus providing for computerised consistency checks and cleaning. Descriptive statistics including

frequency and percentage distribution, sample mean and sample standard deviation were generated to aid in developing a concise summary of the defining observable features of the surveyed sample. The summary measures of the observed sample were presented in figures and tables. This summary measures were instrumental for carrying out further statistical analysis and testing of the hypothesized relationships between the research variables.

### **3.11.2 Diagnostic Tests**

As a primary requirement for undertaking inferential analysis, all the key assumptions of linear regression analysis were subjected to statistical analysis. The data collected in this study was cross-sectional in nature and, as such, the researcher tested the assumptions of linearity, normality, multicollinearity and homoscedasticity to confirm that the sample data was suitable for making inferences and conclusions about the population. It has been observed that violation of any of the four key assumptions is likely to make results either biased, inconsistent or inefficient forecasts, confidence intervals, as well as scientific insights, leading to erroneous and misleading conclusion (Henning & Christof, 2014).

#### **3.11.2.1 Diagnostic Test of Linearity**

Linearity measures the relationship of the dependent variables to determine whether they can be related using a linear equation to the dependent variable (Kothari, 2014). The assumption of linearity was tested using Pearson's product moment correlation coefficient. In the views of Schober, Boer and Schwarte (2018), bivariate correlation analysis is useful in providing insights into the nature and strength of association between the predictors and outcome variables.

Pearson's correlation coefficient presents +1 and -1 as the range of values that can be used in the determination of degree of linear relationship among pairs of research variables (Gogtay & Thatte, 2017). According to Field (2013), a *p*-value of at most 0.05 is suitable for informing the researcher's decision that the relationship between the predictor and outcome variables is linear. Precisely, a *p*-value of 0.05 was therefore chosen as the statistical benchmark for making decisions concerning the assumption of linearity.

### **3.11.2.2 Diagnostic Test of Normality**

The normal distribution is widely used in both natural and social sciences due to its ability to approximate the distribution behavior of many natural phenomena (Graeme, 2009). The assumption of normality underlies parametric statistics of linear regression which holds that the distribution of means across samples is normal, or that the sampling distribution of the mean is normal (Hair, *et al.*, 2010; Field 2013). Kolmogorov–Smirnov statistic was adopted to facilitate the test of normality as suggested by Yap and Sim (2011), since the sample size in this study exceeded 50 subjects.

Kolmogorov-Smirnov statistics is useful for testing the null hypothesis to the effect that the surveyed data are drawn from a normally distributed universe. As recommended by Barton and Peat (2014), a *p*-value of at least 0.05 in this diagnostic test has a statistical implication that the observed data set is normally distributed, in which case the null hypothesis should not be rejected. In particular, a margin of error of 0.05 was chosen as the statistical threshold value for making decisions pertaining to the assumption of normality.

### **3.11.2.3 Diagnostic Test of Multicollinearity**

As one of the key assumptions of linear regression model, multicollinearity is concerned with linear correlation among the explanatory variables (Field, 2009; Shrestha, 2020). Multicollinearity is a statistical phenomenon that manifests high correlation among at least two explanatory variables in a multiple regression model (Daoud, 2009; Hair *et al.*, 2010). In the event that there is no linear relationship among the explanatory variables, such variables are considered to be orthogonal. In case correlation exists among explanatory variables, the standard error of the coefficients of explanatory variables increases, causing the variance of predictor's coefficients to be inflated.

Variance Inflation Factor (VIF) was adopted as a suitable statistic for making decision on assumption of multicollinearity. As observed by Jensen and Ramirez (2012), VIF of at most 10 is accepted for confirming absence of multicollinearity in statistical inquiries. Conversely, given the reciprocal relationship between VIF and tolerance, a tolerance statistic of at least 0.1 is an indicator of absence of

multicollinearity. Specifically, VIF of at most 10 and its corresponding tolerance of at least 0.1 were simultaneously used as the statistical benchmarks for making decisions relating to the assumption of multicollinearity.

#### **3.11.2.4 Diagnostic Test of Homoscedasticity**

Homogeneity of variance is a fundamental assumption underlying analysis of variance (ANOVA) in which the population variances of two or more samples are considered equal (Salkind, 2010). Conversely, heteroscedasticity implies that the variance of the error term in the observed data set is not constant, denoting violation of the assumption of homogeneity of variance (Field, 2009). In this study, the researcher used the Levene statistic for equality of variance to verify the assumption of homoscedasticity as recommended by Freidlin and Gastwirth (2004).

Levene's test is considered powerful and robust because in essence, statistic does not require normality of the underlying set of data. Under the Levene test, a  $p$ -value of at most 0.05 indicates that variances of the error term are not equal, implying existence of heteroscedasticity. The  $p$ -value of 0.05 was chosen as the statistical benchmark for making decisions relating to the assumption of homoscedasticity.

#### **3.12 Empirical Model**

Prior to model development, test of hypothesis was conducted. Hypothesis testing is a statistical process used to determine whether there is a statistically significant difference between two or more sets of data. It involves formulating hypotheses about the population parameters, and then using sample data to test those hypotheses. The goal of hypothesis testing is to either accept or reject the null hypothesis—the statement that there is no difference between two groups—based on evidence in the sample data. Depending on the type of test being conducted, this could involve calculating confidence intervals, performing  $t$ -tests, chi-square tests, ANOVA tests, or other types of statistical tests.

This study used ANOVA to evaluate the hypothesis, that is, the overall significance of the model developed under each objective and  $t$ -test to evaluate the individual significance of model parameters. If the associated  $p_{\text{value}}$  is less than the  $\alpha=0.05$ , then the null hypothesis is rejected in favour of the alternative hypothesis. Multiple linear

regression model was adopted for this study. As has been pointed out by Helwig (2017), multiple linear regression model assumes a linear relationship between a single response variable and a set of predictor variables. Such an empirical model is applicable in situations where the response variable is non-categorical in nature in as much as the predictor variables can be either categorical, continuous or both (Field, 2009). Notably, multiple linear regression analysis plays a critical role in fitting a statistical model to a set of observed data by estimating the unknown parameters (Montgomery, Peck & Vining, 2012).

That way, multiple linear regression model facilitates testing of hypothesis in a deductive study where a set of quantitative data has been observed. In this study, service delivery as a response variable is a continuous variable for which quantitative data was gathered using 5-point Likert rating scale. The use of multiple linear regression model essentially facilitated testing of the research hypotheses, making plausible conclusion within the purview of the observed data.

### 3.12.1 Direct Relationship

The effect of leadership hierarchy, actors’ interest, policy compliance and political environment on delivery of services in state enterprises involved in the survey was statistically analysed using multiple linear regression as depicted in Equation 3.1.

$$Y = \beta_0 + \beta_1 LH + \beta_2 AI + \beta_3 PC + \beta_4 PE + \epsilon \quad \text{3.1}$$

Where,

Y= Service delivered

$\beta_0$  to  $\beta_4$ = Regression coefficients

LH= Leadership Hierarchy

AI= Actors’ interest

PC= Policy Compliance

PE=Political environment

$\epsilon$  = Error term

In this equation, the four dimensions of government bureaucracy were jointly regressed on service delivery to aid in the estimation of corresponding parameters

and statistical equation and testing of corresponding hypotheses and estimation. Decisions for making conclusion on the hypothesized relationship as depicted by research hypotheses H<sub>01</sub>, H<sub>02</sub>, H<sub>03</sub> and H<sub>04</sub> and relating to β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub> and β<sub>4</sub> were made at 95 percent confidence level.

### 3.12.2 Moderation Analysis

The moderating role of working environment on the effect of government bureaucracy on delivery of services was carried out as guided by the two-step approach recommended by Baron and Kenny (1986). However, in view of the adopted approach, it was necessary to construct a composite index for leadership hierarchy, actors' interest, policy compliance and political environment using the formula for harmonic mean credited to Gupta (2009) as depicted in Equation 3.2.

$$\text{Harmonic Mean} = \frac{\sum_{i=1}^n w_i}{\sum_{i=1}^n (w_i \div x_i)} \dots\dots\dots 3.2$$

Where:

$x_i = i^{th}$  Dimension of government bureaucracy

$w_i =$  Weight associated with  $i^{th}$  dimension of government bureaurcay

The composite index so generated in Equation 3.2 was crucial for the ensuing test of moderation of working environment on the effect of government bureaucracy on service delivery. In line with the adopted approach for moderation analysis, the first step entailed regression of government bureaucracy on service delivery as shown in Equation 3.3.

$$Y = \beta_0 + \beta_1 GB + \epsilon \dots\dots\dots 3.3$$

Where;

Y= Service delivered

β<sub>0</sub> to β<sub>1</sub>= Regression coefficients

GB = Government bureaucracy  
 $\epsilon$  = Error term

The first regression analysis was necessary for making a statistical determination as to whether there is a relationship between government bureaucracy and service delivery that can be affected by working environment as a moderator. If the parameter for government bureaucracy turned non-significant at 5 percent level of significance, it would then not be necessary to proceed to the second step of moderation analysis. In the second step, government bureaucracy, working environment and the interaction term (government bureaucracy\*working environment) were regressed on service delivery as illustrated in Equation 3.4.

$$Y = \beta_0 + \beta_1 GB + \beta_2 WE + \beta_3 GB * WE + \epsilon \dots\dots\dots 3.4$$

Where:

- Y= Service delivered
- $\beta_0$  to  $\beta_3$ = Regression coefficients
- GB= Government bureaucracy
- WE = Working environment
- GB\*WE = Interaction term
- $\epsilon$  = Error term

This step served an important role in making the required statistical decision on moderation analysis. Essentially, if the parameter for working environment ( $\beta_2$ ) in Equation 3.4 is significant at 5 percent level of significance, then it would follow that working environment is an explanatory variable. However, if the parameters for working environment ( $\beta_2$ ) and the interaction term ( $\beta_3$ ) are non-significant and significant respectively at 5 percent level of significance, then it would follow that working environment is a moderator. The case for no moderation would be indicated if both the parameters for working environment ( $\beta_2$ ) and the interaction term ( $\beta_3$ ) turned non-significant at 95 percent level of confidence. In the circumstance that there is moderation, the magnitude and direction of moderation of working environment would be explicitly implied by the parameter for the interaction term ( $\beta_3$ ).

### **3.13 Qualitative Analysis**

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

### **3.14 Ethical Consideration**

Approval to collect data was sought from management of Kenyatta University through the Graduate school. The research license to collect data from state-owned enterprises in the Energy sector was also sought from the National Council of Science, Technology and Innovation. In addition, the researcher liaised with the human resource departments in the target state corporations for informed consent to embark on this scholarly inquiry. Information gathered in the empirical investigation was treated with utmost confidence and identities of all respondents were concealed through coding of the questionnaire. Management of the collected data was done in an objective manner to ensure data integrity and objectivity of findings and conclusion.

## CHAPTER FOUR

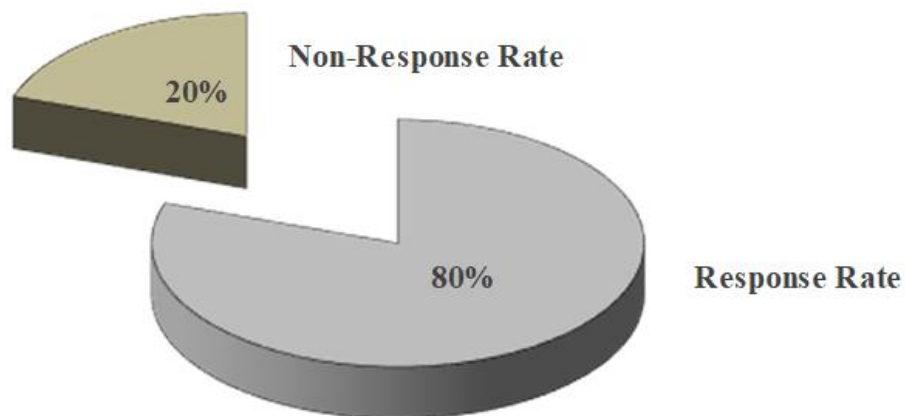
### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter provides a detailed account of results data analyses comprising characteristics of the respondents and summary measures of the sample and inferential analysis. In addition, the chapter also presents a corresponding discussion of the research findings based on the analyses and a careful comparison of findings with reviewed literature.

#### 4.2 Response Rate

The researcher administered 380 copies of questionnaires to subjects in KPLC, REREC, and EPRA. However, only 305 duly filled questionnaires were gathered at the end of the period that had been agreed upon. The results of the analysis of the participation rate are as displayed below.



**Figure 4.1 Participation Rate**

**Source: Survey Data (2021)**

Analysis of participation of the subjects sampled in this study indicated a response rate of 80%. It has been contended that high participation in a sample survey has potential to increase the external validity of a study and robustness of the resulting

estimates (Dillman, 2000; Massey & Tourangeau, 2013; Kinyua, 2015). Extant literature recommends that a participation rate of at least 50 percent is suitable for generating sound estimates that can be used in making inferences and conclusions (Groves, 2006; Peytchev, 2013). In this survey, the response rate of 80 percent was considered sufficient for purposes of ensuring representativeness of observations made as well as for making generalization to the population of the study.

### 4.3 Characteristics of the Participants

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

**Table 4.1 Characteristics of Participants**

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

**Source: Survey Data (2021)**

The tabulated results show that participation by gender was 48 percent and 52 percent for females and males respectively. Evidently, there was a marginal variation between the two genders, with the majority of participants being male. These findings manifest fair representation of both male and female participants in

the study. The presence of male and female participants in this survey was considered critical for facilitating the making of balanced observations concerning the phenomena of interest in the purview of the surveyed state enterprises.

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

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

Furthermore, a majority of actors had between 6 and 10 years of interaction with the surveyed state-owned enterprises in the Energy sector. On the other extreme, 14 percent of the participants had interacted with the surveyed institutions for a period exceeding 15 years. The rest of the participants, accounting for 24 percent and 30 percent had interacted with the observed state-owned enterprises for a period of between 11 and 15 years respectively. This is to say that the significant proportion

accounting for 70 percent of the proportion of actors participating in this inquiry had interacted with the state-owned enterprises in the Energy sector for at least 6 years, demonstrating that they were conversant with aspects, activities, and practices that were reflective of the institutional phenomena under study in this survey.

#### 4.4 Summary Measures of the Research Variables

The researcher sought to gather empirical evidence on the phenomena of government bureaucracy, working environment, and service delivery as the input variable, moderating variable and output variable respectively. As a composite explanatory variable, government bureaucracy was conceptualized as leadership hierarchy, actors' interest, policy compliance, and political environment. The summary measures of central tendency and their attendant dispersion for the sample data gathered in this survey are presented and discussed in this section.

##### 4.4.1 Leadership Hierarchy

Leadership hierarchy was conceptualized as one of the primary dimension of government bureaucracy. In particular, leadership power, leadership motivation and leadership delegation were used as indicators of leadership hierarchy in state-owned enterprises in the Energy sector. The summary measures of central tendency and corresponding dispersion for the observed data set on leadership hierarchy are as tabulated.

**Table 4.2 Leadership Hierarchy**

<b>Leadership Power</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>
Leaders provide an enabling environment	305	1.00	5.00	3.04	1.36
I am happy with how power is used in the organization	305	1.00	5.00	2.93	1.08
The organizational leadership widely shares the organization's vision	305	1.00	5.00	3.09	1.14
The organizational leadership serve own interests as opposed to that of the organization.	305	1.00	5.00	2.83	1.15
The vision of the organization is clearly communicated	305	1.00	5.00	3.35	1.18
Management has technical skills for supporting service delivery	305	1.00	5.00	3.19	1.13
Management decisions enhance service	305	1.00	5.00	3.44	1.04

delivery						
Leadership power is used for bettering delivery of services	305	1.00	5.00	3.34	1.13	
Leadership power is used to promote coordination amongst actors for enhanced delivery of services	305	1.00	5.00	3.19	1.18	
<b>Aggregate Scores for Leadership Power</b>	<b>305</b>	<b>1.33</b>	<b>4.67</b>	<b>3.15</b>	<b>0.75</b>	
<b>Leadership Motivation</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>	
The organizational leader is liberal as long as you are productive	305	1.00	5.00	3.23	1.06	
The organizational leaders are concerned with our perceptions and suggestions	305	1.00	5.00	2.86	1.12	
The leadership style in the organization is very approachable and accommodating	305	1.00	5.00	2.92	1.24	
The behavior of leaders is a source of inspiration	305	1.00	5.00	2.89	1.23	
I feel energized because the organizational leaders act fairly towards me	305	1.00	5.00	2.84	1.24	
My contribution is appreciated in the organization	305	1.00	5.00	3.06	1.27	
<b>Aggregate Scores for Leadership Motivation</b>	<b>305</b>	<b>1.00</b>	<b>5.00</b>	<b>2.97</b>	<b>0.97</b>	
<b>Leadership Delegation</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>	
Leaders assign tasks to people at lower level, as they are capable of completing them successfully	305	1.00	5.00	3.11	1.27	
The organization's leader has confidence in the ability of those at lower levels to complete tasks successfully	305	1.00	5.00	3.26	1.09	
There is fairness in assignment of tasks to people at lower levels	305	1.00	5.00	3.16	1.20	
Assignment of tasks is used for skills development in the organization	305	1.00	5.00	3.46	0.98	
Assignment of tasks is corroborated with assignment of matching authority	305	1.00	5.00	3.31	1.14	
There is no duplication of responsibility over organizational duties	305	1.00	5.00	2.98	1.23	
<b>Aggregate Scores for Leadership Delegation</b>	<b>305</b>	<b>1.00</b>	<b>5.00</b>	<b>3.21</b>	<b>0.82</b>	
<b>Aggregate Scores for Leadership Hierarchy</b>	<b>305</b>	<b>1.43</b>	<b>4.81</b>	<b>3.12</b>	<b>0.76</b>	

Source: Survey Data (2021)

In Table 4.2, the analysis of the set of data gathered on aspects of leadership hierarchy illustrated that the mean response was approximately 3.00 on the adopted rating scale. In the case of leadership power as a dimension of leadership hierarchy, the mean responses ranged between 2.83 and 3.44 for the aspect that organizational leadership serves own interest and for the aspect that management decisions enhance service delivery respectively. The variability around the mean response for each of the aspects measured under leadership power was also generally low as illustrated by the range of sample standard deviation from 1.04 to 1.36. These set of results on sample mean responses and sample standard deviation demonstrated that on average, the research participants considered the institutional aspects as signifying leadership power to be moderately manifested in the state enterprises that were surveyed in the Energy sector.

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

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

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

#### 4.4.2 Actors' Interests

In this study, actors' interests was operationalized as actors' participation, decision making process, and communication channels. These indicators were measured using relevant activities and aspects that are associated with operational practices of the state enterprises involved in the survey. Analysis of measures of central tendency and measures of variation for these activities and aspects was carried out and the results tabulated.

**Table 4.3 Actors' Interest**

<b>Actors Participation</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The enterprise has a platform where actors participate in advisory boards	305	1.00	5.00	2.71	1.26
Actors are involved in project initiation	305	1.00	5.00	2.87	1.13
Actors participate in implementation of organizational projects	305	1.00	5.00	2.86	1.11
The feedback of actors is valued in the organization	305	1.00	5.00	2.98	1.21
Actors engagement promotes improvement of service delivery	305	1.00	5.00	3.01	1.20
There a survey feedback system for actors to relay their concerns	305	1.00	5.00	2.80	1.16
Opportunities are provided for everyone to participate in the institution's affairs	305	1.00	5.00	2.72	1.17
Engagement of actors facilitates understanding their perspectives on service delivery	305	1.00	5.00	2.88	1.27
Involvement in the affairs of the organizations instils a sense of belonging	305	1.00	5.00	2.90	1.33
<b>Aggregate Score for Actors Participation</b>	<b>305</b>	<b>1.00</b>	<b>5.00</b>	<b>2.86</b>	<b>0.95</b>
<b>Decision Making Process</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The perspectives of actors are considered in decision making	305	1.00	5.00	2.74	1.15

There is openness in evaluating alternative courses of action	305	1.00	5.00	2.82	1.10
Everyone's views are sought when making decisions	305	1.00	5.00	2.55	1.10
Decisions made are widely communicated	305	1.00	5.00	3.04	1.05
Needs of actors are explored when making decisions	305	1.00	5.00	2.86	1.09
Suggestions of actors on pertinent issues are considered	305	1.00	5.00	2.82	1.08
Decisions are aligned with perspectives of actors	305	1.00	5.00	2.86	1.06
There is consensus building when developing plans for delivery of services	305	1.00	5.00	2.94	1.15
There is a platform for addressing actors' complaints	305	1.00	5.00	3.21	1.23
Decision making is a valued means of enhancing delivery of services	305	1.00	5.00	3.34	1.21
<b>Aggregate Score for Decision Making Process</b>	<b>305</b>	<b>1.00</b>	<b>5.00</b>	<b>2.92</b>	<b>0.91</b>
<b>Communication Channels</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
Channels of communication are clear to actors	305	1.00	5.00	3.45	1.01
Actors are provided with clear information on the offices that are responsible for respective duties	305	1.00	5.00	2.93	0.82
Sufficient information is provided for resolving issues	305	1.00	5.00	2.74	0.96
Credible information is provided to actors	305	1.00	5.00	2.83	1.08
Resources are committed to assessment of information needs of actors	305	1.00	5.00	2.89	0.93
Clarity of information is valued in the organization	305	1.00	5.00	3.02	0.79
Timely supply of information to actors is prioritized in the organization	305	1.00	5.00	2.95	0.74
Informed feedback is given to concerns of actors	305	1.00	5.00	3.12	0.68
Timely information is provided to actors upon disruption of services	305	1.00	5.00	3.19	1.09
<b>Aggregate Score for Communication Channels</b>	<b>305</b>	<b>1.00</b>	<b>5.00</b>	<b>3.01</b>	<b>0.90</b>
<b>Aggregate Score for Actors' Interest</b>				<b>2.93</b>	<b>0.87</b>

**Source: Survey Data (2021)**

The results displayed in Table 4.3 on aspects of actors' participation show that availability of platform for actor's participation in the advisory board had the smallest sample mean of 2.71 and corresponding standard deviation of 1.26. On the other extreme, actors' engagement and service delivery had the greatest sample mean of 3.01 and corresponding SD of 1.20. Even though the variability of responses for some of the observed aspects was moderate, it is evident that the aggregate variability of response was low, with a coefficient of variation of 0.33 as implied by the aggregate sample mean of 2.86 and sample standard deviation of 0.95

for actors' participation. These summarized observations imply that the activities and aspects that were construed as actors' participation were moderately manifested in the operational practices of the surveyed state enterprises.

As regards decision making, it was evident that the lowest sample mean of 2.55 was associated with the aspect of involvement of actors in decision making, with a corresponding sample standard deviation of 1.10. On the contrary, the greatest sample mean of 3.34 was associated with the aspect of value of decision making in service delivery with a sample standard deviation of 1.21. The general behavior of responses on the surveyed aspects confirmed that the set of activities construed as decision making were practiced in state-owned enterprises albeit moderately. These observations are corroborated by the aggregate sample mean of 2.92 and its corresponding sample standard deviation of 0.91.

Further, the findings in Table 4.3 revealed that the sample mean ranged between 2.93 for provision of information to actors on service offered in different offices and 3.45 for channels of communication being clear to actors. Similarly, the sample standard deviation ranged from 0.68 to 1.09, a clear demonstration of low variability of responses associated with communication channel. Considering the observations on actors' participation, decision making and communication channels as indicators of actors' interest, the aggregate sample mean, sample standard deviation and coefficient of variation were 2.93, 0.87 and 0.30 respectively, implying that all the surveyed aspects were moderately practiced in state-owned enterprises in the Energy sector.

#### **4.4.3 Policy Compliance**

Policy compliance was conceptualized as one of the fundamental dimensions of government bureaucracy. Notably, policy compliance was empirically measured using rules and regulations, work instructions, and employee selection. The descriptive measures for central tendency and variation for the set of data gathered on policy compliance are presented in Table 4.4.

**Table 4.4 Policy Compliance**

<b>Rules and Regulations</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
Rules and regulations provide clear guidelines on service delivery	305	1.00	5.00	3.51	1.24
Interests of actors informs the formulation of rules and regulations	305	1.00	5.00	2.74	1.07
Actors are involved in formulation of rules and regulations	305	1.00	5.00	2.93	1.19
Rules and regulations are a source of delays in delivery of services	305	1.00	5.00	2.67	1.33
Adherence to rules and regulations eliminates bias in delivery of services	305	1.00	5.00	3.20	1.42
Rules and regulations encourage corruption	305	1.00	5.00	2.55	1.27
Rules and regulations enhances service delivery process	305	1.00	5.00	3.50	1.21
Rules and regulations reduces the ability of the organization to be responsive to the concerns of the actors	305	1.00	5.00	2.44	1.16
Rules and regulations promotes flexibility in service delivery in the organization	305	1.00	5.00	3.48	1.14
<b>Aggregate Scores for Rules and Regulations</b>				<b>3.00</b>	<b>1.22</b>
<b>Work Instructions</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
Actors are familiar with the steps for completing tasks	305	1.00	5.00	3.31	1.17
Steps for completing tasks are documented in the organization	305	1.00	5.00	3.20	1.28
Work instructions promotes delivery of services in the organizations	305	1.00	5.00	3.62	1.10
Work instructions clearly identifies the service points for actors	305	1.00	5.00	3.34	1.31
Work instructions sufficiently addresses organizational tasks	305	1.00	5.00	3.21	1.08
Work instructions addresses the diverse concerns of actors	305	1.00	5.00	3.38	1.03
<b>Aggregate Scores for Work Instructions</b>				<b>3.34</b>	<b>1.16</b>
<b>Employee Selection</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
Actors are familiar with the organizational guidelines on selection	305	1.00	5.00	2.92	1.21
Selection process is conducted in unfair manner	305	1.00	5.00	2.54	1.17
There is canvassing during the selection process	305	1.00	5.00	2.58	1.08
Selection process is clear to actors	305	1.00	5.00	2.91	1.11
Information on available vacancies is provided to actors	305	1.00	5.00	3.18	1.16
The selection test is free of bias	305	1.00	5.00	3.11	1.22
There is transparency in the screening process	305	1.00	5.00	2.86	1.13

Actors are satisfied with the selection process in the organization	305	1.00	5.00	2.81	1.16
Organizational requirements drives the selection process	305	1.00	5.00	3.21	1.12
Corruption in selection process hinders service delivery	305	1.00	5.00	3.48	1.32
<b>Aggregate Scores for Employee Selection</b>				<b>2.96</b>	<b>1.12</b>
<b>Aggregate Score for Policy Compliance</b>				<b>3.06</b>	<b>1.17</b>

**Source: Survey Data (2021)**

The tabulated findings reveal that the highest sample mean of the data gathered on rules and regulation was 3.51 for clarity of guidelines on service delivery, with a corresponding sample standard deviation of 1.24. On the converse, the lowest sample mean of responses gathered was 2.44 for the aspect that rules and regulations reduces the ability of the organization to be responsive to the concerns of the actors with a corresponding sample standard deviation of 1.16. Notably, a majority of the observed sample mean for the various aspects of rules and regulation surveyed tended to a value of 3.00 on the rating scale, a tendency that is confirmed by the overall sample mean denoted as 3.00 and its corresponding sample standard deviation of 1.22. This statistical behavior that is typified by the aggregate mean response of participants and supported by narrow variability demonstrated that overall, the aspects surveyed on rules and regulations were moderately reflected in the practices of state corporations in the Energy sector.

Analysis of the set of aspects espoused for measuring work instructions revealed that the largest sample mean response was 3.62 for the aspect that work instructions promotes delivery of services. On the other extreme, the smallest observed mean response was 3.20 on the aspect that steps for completing tasks are documented. Overall, the statistical behavior of the observations gathered approximated the value of 3.00 on the rating scale used for this empirical inquiry. Values of sample standard deviation were generally low, as they ranged between 1.03 and 1.31, implying narrow variability of participant responses on the set of aspects construed as work instructions. In essence, the measures of central tendency and dispersion revealed that practices associated with work instructions were evident in the surveyed state-owned enterprises.

Furthermore, the results of analysis of observations gathered on aspects of employee selection depicted a variation of mean response from 2.54 for the aspect of selection process being conducted in unfair manner to 3.48 for the aspect that corruption in selection process hinders service delivery. As concerns the findings on the measures of variability, values of sample standard deviation ranged from 1.08 to 1.32, which was an indication of narrow variability on responses drawn from the research participants. Generally, the resulting measures of central tendency and their corresponding measures of spread, provides empirical evidence that the aspects of employee selection measured in this study were moderately practiced in the state-owned enterprises in the energy sector. The findings on the three components of policy compliance are further corroborated by the overall values of sample mean of 3.06 with a corresponding sample standard deviation of 1.17. The evidence of low variability implies that the summary measures of policy compliance were suitable for estimating the corresponding population measures.

#### **4.4.4 Political Environment**

In this empirical inquiry, political environment was analysed using national government influence, national government control, and national government power and authority as key indicators. Specifically, contextual activities and aspects construed as political environment in the operational practices of state entities in the Energy sector were surveyed. The results of the analysis of measures of central tendency for political environment and corresponding measures of variation are as tabulated.

**Table 4.5 Political Environment**

<b>National Government Influence</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The national government closely follows the institutional operations	305	1.00	5.00	3.44	0.91
Support by the national government ensures service delivery	305	1.00	5.00	3.43	0.77
The organization is successful because politicians support it	305	1.00	5.00	2.78	1.26
I am impressed by the intervention of the government	305	1.00	5.00	3.57	0.82
Political processes such as general election affects service delivery	305	1.00	5.00	3.40	0.89
<b>Aggregate Scores for National Government Influence</b>				<b>3.32</b>	<b>0.93</b>
<b>National Government Control</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The national government determines how the institution operates	305	1.00	5.00	3.34	0.63
Politicians are key determinants of service delivery	305	1.00	5.00	2.85	1.05
Politicians have a say in the hiring selection process	305	1.00	5.00	2.68	1.20
Promotion at work is based on political favors	305	1.00	5.00	3.02	0.96
The leaders do what the politicians want in the organization	305	1.00	5.00	2.74	1.22
<b>Aggregate Scores for National Government Control</b>				<b>2.93</b>	<b>1.01</b>
<b>National Government Power and Authority</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The national government promotes institutional autonomy	305	1.00	5.00	2.93	1.18
The national government supports the operations of the organization by developing timely policies	305	1.00	5.00	3.18	0.84
Policy changes initiated by the national government to state owned enterprises promote operations of the organization	305	1.00	5.00	3.22	1.00
Political diversity on matters concerning the organization enhances delivery of services	305	1.00	5.00	3.28	0.99
The national government cushions the organization from inflation and tax escalation	305	1.00	5.00	2.99	1.11
<b>Aggregate Scores for National Government Power and Authority</b>				<b>3.12</b>	<b>1.02</b>
<b>Aggregate Scores for Political Environment</b>				<b>3.13</b>	<b>0.98</b>

Source: Survey Data (2021)

The tabulated results illustrate the fact that the largest and smallest values of sample mean for national government influence are 3.57 for the aspect of intervention of the national government and 2.78 for the aspect that institutional success is attributed to politicians support respectively. Even though responses were close together for the aspect Intervention of national government as demonstrated by a relatively low standard deviation of 0.82, there was evidence of high variability of responses for contribution of politician support to the institutional success as depicted by a relatively high sample standard deviation of 1.26. However, considering the aggregated scores of sample mean response and sample standard deviation at 3.32 and 0.93 respectively for national government influence, it is evident that the aspects and activities that were under observation are moderately practiced in state enterprises.

Analysis of the contextual activities and aspects measured for national government control revealed that the observed sample mean response ranged from 2.74 for the aspect that managers do what the politicians want in the institution to 3.34 for the aspect that the national government determines how the institution operates. Notably, lowest sample mean recorded for this construct is associated with a relatively high standard deviation of 1.22, suggesting that individual responses varied widely across the measurement scale. However, the general behavior of sample mean response and sample standard deviation as denoted by 2.93 and 1.01 respectively implied that the activities measured were moderately manifested in the practices of the surveyed state enterprises.

In regard to national government power and authority, the summarized measures of observed data set demonstrated a typical mean response of 3.12 with a corresponding sample standard deviation of 1.02. Examination of the trend of mean response of the set activities measured indicated a narrow range from a mean of 2.93 to a mean of 3.28. The corresponding tendency of standard deviation demonstrates narrow variability in general for all the aspects construed as national government power and authority. The implication of this descriptive statistics is that the institutional activities comprising national government power and authority were moderately indicated in the context of surveyed state entities. The aggregate values of political environment at 3.13 and 0.98 for sample mean and standard deviation

confirmed that the variability of responses was narrow and as such the sample measures observed could be used for purposes of generalizing findings to the population of the study.

#### 4.4.5 Working Environment

In this inquiry, working environment was construed as a moderator and operationalized using information and communication technology, and organizational culture. In essence, relevant contextual activities and aspects construed as working environment in the context of state enterprises in the Energy sector were observed and analyzed to provide insights using the summary measures of the data collected. The results of analysis of descriptive statistics for working environment are presented on Table 4.6.

**Table 4.6 Working Environment**

<b>Information and Communication Technology</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
Quality of services offered has improved due to information communication technology	305	1.00	5.00	3.54	1.10
Information communication technology facilitates tracking of concerns of actors	305	1.00	5.00	3.29	1.21
Information communication technology has made it easy to serve the interest of the actors	305	1.00	5.00	3.40	1.18
Information communication technology promotes task executions	305	1.00	5.00	3.48	1.06
It's easy to communicate with actors due to information communication technology	305	1.00	5.00	3.46	1.24
Information communication technology matches the diverse needs of actors	305	1.00	5.00	3.34	1.03
There is more flexibility in delivery of services due to information communication technology	305	1.00	5.00	3.52	1.21
There is delay in responding to actors complaints due to information communication technology	305	1.00	5.00	2.52	1.09
<b>Aggregate Scores for Information and Communication Technology</b>				<b>3.32</b>	<b>1.14</b>
<b>Organizational Culture</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
There is mutual trust amongst actors in the organization	305	1.00	5.00	3.07	1.07

There is coordination of actors effort in the organization	305	1.00	5.00	3.23	1.12
The code of conduct has promoted behavior of actors in the organization	305	1.00	5.00	3.23	1.05
Dialogue is encouraged amongst actors in the organization	305	1.00	5.00	3.11	1.26
Actors are have a sense of belonging to the organization	305	1.00	5.00	2.97	1.16
There is a friendly atmosphere amongst actors in the organization	305	1.00	5.00	2.99	1.17
Actors take initiatives in the interest of the organization	305	1.00	5.00	2.81	1.16
Actors work together to solve problems in the organization	305	1.00	5.00	2.91	1.25
Sharing of information amongst actors is encouraged in the organization	305	1.00	5.00	3.24	1.18
There is a friendly environment for sharing information in the organization	305	1.00	5.00	3.02	1.12
<b>Aggregate Scores for Organizational Culture</b>				<b>3.06</b>	<b>1.15</b>
<b>Aggregate Scores for Working Environment</b>				<b>3.17</b>	<b>1.14</b>

**Source: Survey Data (2021)**

The tabulated outcome shows that the highest sample mean of the data gathered on information and communication technology was 3.54 for the aspect that quality of services offered has improved due to information communication technology with a corresponding standard deviation of 1.10. On the other extreme, the lowest sample mean response was 2.52 on the aspect that there is delay in responding to actors' complaints due to information communication technology, with a corresponding standard deviation of 1.09. It is evident that a majority of the sample mean response for aspects construed as information and communication technology tended to a value of 3 on the measurement scale used in this study. This tendency is confirmed by the mean response of 3.32 with its corresponding standard deviation of 1.14 associated with information and communication technology. The statistical measures of the data set gathered confirmed that practices construed as information and communication technology were moderately evident in the surveyed state enterprises.

In addition, analysis of the set of aspects used for measuring organizational culture revealed that the largest sample mean response was 3.24 for the aspect Sharing of information among actors is encouraged in the organization. On the converse, the

smallest observed mean response was 2.91 for the aspect Actors work together to solve problems in the organization. In general, the summary behavior of the data set gathered on organizational culture approximated to a value of 3.00 on the rating scale used for this empirical inquiry. Corresponding values of sample standard deviation were generally low, as they ranged between 1.06 and 1.26, implying that there was low variability of participant responses on the set of aspects measured. The aggregated values of working environment at 3.17 and 1.14 for sample mean and standard deviation respectively demonstrated that the variability of responses was narrow and so the sample measures observed could be used in the estimation of behaviour of the population of this study.

#### **4.4.6 Service Delivery**

Service delivery was hypothesized as the outcome variable in this study. The indicators that were adopted to measure service delivery included efficiency, effectiveness, turnaround time, and quality of service. The summary measures of central tendency and dispersion for the set of data gathered on delivery of services in state enterprises in the Energy sector are in Table 4.7.

**Table 4.7 Service Delivery**

<b>Service Delivery</b>	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>
The organization is keen to perform the promised service	305	1.00	5.00	3.32	0.68
There is good accessibility to the organization's services	305	1.00	5.00	3.10	0.76
Needs of actors are attended to on a timely basis	305	1.00	5.00	2.95	1.19
There are delays in performance of services in the organization	305	1.00	5.00	2.74	0.95
Actors are satisfied with the levels of accuracy in performance of services in the organization	305	1.00	5.00	2.92	1.21
Actors' convenience in performance of service is valued in the organization	305	1.00	5.00	3.09	0.75
Service performance meets the expectation of actors	305	1.00	5.00	3.31	0.83
Operating hours of the organization are convenient to actors	305	1.00	5.00	3.42	0.77
Performance of service in the organization is characterized by thoroughness	305	1.00	5.00	3.38	0.82
Actors are given individual attention in the organization	305	1.00	5.00	2.92	1.20
Actors are satisfied with the level of service performance in the organization.	305	1.00	5.00	3.00	0.69
Actors are informed about when the service would be performed	305	1.00	5.00	2.85	1.24
Actors' feelings are considered in performance of service	305	1.00	5.00	2.96	1.08
Actors feel safe during performance of service in the organization	305	1.00	5.00	3.09	0.72
Organization's documents are free of errors	305	1.00	5.00	2.42	1.21
<b>Aggregate Scores for Service Delivery</b>				<b>3.03</b>	<b>0.94</b>

**Source: Survey Data (2021)**

The results displayed in Table 4.7 revealed that the sample mean response for the observations made regarding service delivery ranged between 2.42 for the aspect Organization's documents are free of errors and 3.42 for the aspect Operating hours of the organization are convenient to actors. On the former aspect, the corresponding standard deviation is relatively high (at 1.21), implying that the responses gathered

on this aspect were not close together on the measurement scale used. The general behavior of the sample mean response of the data set gathered implies that the practices typified and the aspect measured are moderately manifested in the surveyed state-owned enterprises in the energy sector.

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

#### **4.5 Diagnostic Tests**

As a fundamental requirement for conducting statistical analysis for purposes of estimating the characteristics of the population, all the key assumptions of linear regression analysis were subjected to statistical analysis. The data set gathered was cross-sectional in nature; therefore, the researcher tested the assumptions of linearity, normality, multicollinearity and homoscedasticity to confirm that the sample data was suitable for making inferences and conclusions about the population. It was observed that violation of any of the four key assumptions is likely to result in either biased, inconsistent or inefficient forecasts, confidence intervals as well as scientific insights, leading to erroneous and misleading conclusion (Henning & Christof, 2014).

##### **4.5.1 Diagnostic Test for Linearity**

Linearity measures the relationship of the dependent variables with regards to whether they can be related to the dependent variable using a linear equation (Kothari, 2014). The assumption of linearity was tested using Pearson's product moment correlation coefficient. The outcome of the analysis of assumption of linearity are in Table 4.8.

**Table 4.8 Assumption of Linearity**

Research Variable	Service Delivery		Sig.	Conclusion
	n	Pearson Correlation		
Leadership Hierarchy	305	0.794**	0.001	Linearity indicated
Actors' Interest	305	0.826**	0.000	Linearity indicated
Policy Compliance	305	0.721**	0.000	Linearity indicated
Political Environment	305	0.533**	0.001	Linearity indicated
Working environment	305	0.839**	0.000	Linearity indicated

**Source: Survey Data (2021)**

The results in Table 4.8 indicated the correlation coefficients for leadership hierarchy, actors' interest, policy compliance, political environment, and working environment as 0.794, 0.826, 0.721, 0.533, and 0.839 respectively. In the views of Schober, Boer and Schwarte (2018), bivariate correlation analysis is useful in providing insights into the nature and strength of association between the predictors and outcome variables. Evidently, the correlation coefficients for political environment tends to +0.500, suggesting a moderate positive linear association. However, the correlation coefficients for the rest of variables exceeds 0.700 and as such tends towards +1.00, suggesting existence of a strong positive linear association. Further, all the corresponding *p*-values for the recorded correlation coefficient are below 0.05. According to Field (2013), a *p*-value of at most 0.05 is suitable for confirmation that the relationship between the predictor and outcome variables is linear. Therefore, in this study the assumption of linearity has not been violated.

#### **4.5.2 Diagnostic Test for Normality**

The assumption of normality underlies parametric statistics as linear regression and holds that the sampling distribution of the mean is normal or that the distribution of means across samples is normal (Hair, *et al.*, 2010; Field 2013). Kolmogorov–Smirnov statistic was adopted to facilitate the test for normality as suggested by Yap and Sim (2011), given that the sample size determined in this study exceeded 50 subjects. The outcome of analysis of assumption of normality are displayed in Table 4.9.

**Table 4.9 Assumption of Normality**

Research Variable	Kolmogorov–Smirnov			Conclusion
	Statistic	Df	Sig.	
Leadership Hierarchy	0.528	305	0.742	Normality indicated
Actors’ Interest	0.865	305	0.372	Normality indicated
Policy Compliance	0.970	305	0.238	Normality indicated
Political Environment	1.104	305	0.169	Normality indicated
Working environment	0.831	305	0.420	Normality indicated
Service Delivery	0.937	305	0.291	Normality indicated

**Source: Survey Data (2021)**

The results in Table 4.9 revealed that the lowest value of Kolmogorov–Smirnov statistic was 0.528, with a corresponding  $p$ -value of 0.742. On the other extreme, the highest value of Kolmogorov–Smirnov statistic was 1.104, with a corresponding  $p$ -value of 0.169. The empirical evidence deriving from the test for normality clearly demonstrates that the attendant  $p$ -values exceed 0.05. As noted by Barton and Peat (2014), a  $p$ -value of at least 0.05 has the statistical implication that the observed data set is normally distributed. Consequently, the assumption of normality was not violated in this study.

#### 4.5.3 Diagnostic Test for Multicollinearity

As one of the key assumption of linear regression model, multicollinearity is concerned with linear correlation among the explanatory variables (Field, 2009; Shrestha, 2020). Multicollinearity is a statistical phenomenon that manifests 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 making decision on assumption of multicollinearity. The outcome of analysis assumption of multicollinearity are in Table 4.10.

**Table 4.10 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
Working environment	0.266	3.759	Multicollinearity not detected

**Source: Survey Data (2021)**

The statistics of test of multicollinearity revealed that whereas tolerance values ranged between 0.214 and 0.569, variance inflation factor ranged between 1.758 and 4.665. As observed by Jensen and Ramirez (2012), VIF of at most 10 is accepted for confirming absence of multicollinearity in statistical inquiries. The empirical evidence associated with the test of assumption of multicollinearity clearly demonstrates that the resulting values of VIF did not exceed 10 while all the values of tolerance exceeded 0.100. In view of this, the conclusion of this study is that the assumption of multicollinearity was not violated.

#### 4.5.4 Diagnostic Test for Homoscedasticity

Homoscedasticity, also referred to as Homogeneity of variance, is a fundamental assumption underlying analyses of variance (ANOVA), and in which the population variances of two or more samples are considered equal (Salkind, 2010). Conversely, heteroscedasticity implies that the variance of the error term in the observed data set is not constant, denoting violation of the assumption of homogeneity of variance (Field, 2009). In this study, the researcher used the Levene statistic for equality of variance to verify the assumption of homoscedasticity as recommended by Freidlin and Gastwirth (2004). The outcome of analysis of assumption of homoscedasticity are presented in Table 4.11.

**Table 4.11 Assumption of Homoscedasticity**

<b>Research Variable</b>	<b>Levene Statistic</b>	<b>Df1</b>	<b>Df2</b>	<b>Sig.</b>	<b>Conclusion</b>
Leadership Hierarchy	1.864	1	305	0.574	Equality of Variances
Actors' Interest	4.288	1	305	0.190	Equality of Variances
Policy Compliance	0.982	1	305	0.667	Equality of Variances
Political Environment	3.043	1	305	0.203	Equality of Variances
Working environment	1.890	1	305	0.881	Equality of Variances

**Source: Survey Data (2021)**

The statistics generated by the test for homogeneity of variance demonstrated that the lowest value of Levene statistic was 0.982 for policy compliance, with a corresponding *p*-value of 0.667. On the other extreme, the highest value of Levene statistics recorded was 4.288 for actors' interest with 0.190 as its corresponding *p*-value. Empirical evidence indicates that the range of *p*-values of the Levene

statistics for the various research variables exceeded 0.05. Under the Levene test, Freidlin and Gastwirth (2004) recommends a  $p$ -value of at least 0.05 as a basis for confirming homogeneity of variance. Therefore, the existence of homoscedasticity was observed in this study.

#### 4.6 Testing of Hypotheses

The test of the hypotheses as formulated in this investigation was carried out in two comprehensive stages. The first four hypotheses regarding the direct relationship of the four dimensions of government bureaucracy and service delivery entailed the use of multiple linear regression analysis. Further analysis was carried out on the effect of working environment as a moderator on the relationship among government bureaucracy and delivery of services. Estimation of population characteristics from the observed sample was evaluated at 95 percent level of confidence. Prior to model development, the study used ANOVA to evaluate the hypotheses, that is, the overall significance of the model developed under each objective and  $t$ -test to evaluate the individual significance of model parameters. If the associated  $p_{\text{value}}$  is less than the  $\alpha=0.05$ , then the null hypothesis was rejected in favour of the alternative hypothesis.

##### 4.6.1 Multiple Linear Regression for Direct Relationship

The researcher conducted multiple linear regression analysis to facilitate testing of the first four hypotheses. Towards this end, leadership hierarchy, actors' interest, policy compliance and political environment were regressed on service delivery. The resulting statistical output is shown in Table 4.12.

**Table 4.12 Multiple Regression Analysis**

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>RStd. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	0.855 <sup>a</sup>	0.732	0.728	0.39749	1.856

**Dependent Variable:** Service Delivery  
**Predictors:** (constant), Leadership Hierarchy, Actors' Interest, Policy Compliance, Political Environment

**Source: Survey Data (2021)**

The statistics for model summary demonstrates that the correlation coefficient for the model is 0.855, whereas the adjusted coefficient of determination (Adjusted R Square) is 0.728. The implication of adjusted coefficient of determination is that collectively, leadership hierarchy, actors' interests, policy compliance and political environment account for 72.8 percent of variation of service delivery in the surveyed state enterprises. The outstanding 27.2 percent of variation in outcome variable is attributable to other factors that were not investigated in this study.

**Table 4.13 Analysis of Variance**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	129.151	4	32.288	204.357	.000 <sup>b</sup>
Residual	47.399	300	0.158		
Total	176.550	304			

**Source: Survey Data (2021)**

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

**Table 4.14 Coefficients of Regression Analysis**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>β</b>	<b>Std. Error</b>	<b>Beta</b>		
(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: Survey Data (2021)**

The regression coefficients tabulated in Table 4.14 aided in the estimation of respective statistical model as illustrated in Equation 4.1.

$$\begin{aligned}
 \textit{Service Delivery} = & 0.185 + 0.237\textit{Leadership Hierarchy} + 0.420\textit{Actors' Interests} + \\
 & 0.149\textit{Policy Compliance} + 0.135\textit{Political Environment} \\
 & \dots\dots\dots 4.1
 \end{aligned}$$

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

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

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

delivery of services and accomplishment of organizational mission through unified decision-making process, systematic discipline of workers and clear communication (Max, 1978).

In respect to the second hypothesis, Actors' interests was postulated to have no effect on delivery of services in state enterprise in the energy sector in Kenya. Output of regression analysis revealed a beta coefficient of 0.420 for Actors' interests, which respectively correspond with a  $p$ -value of 0.000 that is manifestly less than  $p$ -value of 0.05 chosen for making decision and conclusion. The implication of these findings is that an increase in leadership hierarchy by a value of 1 accounts for an increase of 0.420 in the level of service delivery. The researcher consequently concludes that at a level of significance of 0.05 percent, Actors' interests positively affects delivery of services in state entities in the Energy sector in Kenya.

The conclusion made in this study is consistent with the observations made by Motieri and Minja (2019) that actors' interests are crucial for ensuring a conducive environment where the actors have control on the decisions and actions that influence provision of services in enterprises. Even though involvement of all actors can be cumbersome, prolonging decision-making process (Fox, 2014), attainment of this all-encompassing engagement allows for the transfer of knowledge and bolsters advocacy processes within an enterprise (Civera, De Colle & Casalegno, 2019). Likewise, Ohemeng, Obuobisa and Amoako and Asiedu (2020) concluded that employee engagement positively influences enterprise outcomes.

The findings validates the argument of stakeholders theory that enterprises are obligated to focus on creating value for all the stakeholders, not shareholders only, by prioritising their overall need for improved delivery of services (Kinyua, 2016). As key determinants of service provision and delivery, cross examination of all the stakeholders is necessary to understand their level of power and perspectives on matters concerning service delivery. Primarily, the conclusion of this inquiry confirms the proposition of stakeholders' theory that success of an organization in service delivery is predicated on understanding the needs of the stakeholders and

incorporating their ideas in policy formulation to achieve effectiveness and efficiency (Freeman, 2010).

In the third hypothesis, it was postulated that policy compliance has no effect on delivery of services in state enterprise in the Energy sector in Kenya. The estimated population parameter for policy compliance as a dimension of government bureaucracy is equivalent to 0.149 and has a corresponding  $p$ -value of 0.017. The implication of these statistical findings is that an increase of Policy compliance by a value of 1 correspondingly increases the level of service delivery with 0.237. Notably, the level of significance (0.149) for policy compliance is less than the threshold  $p$ -value of 0.05 chosen by the research for making conclusion. As a result, the conclusion of this study is that at a level of significance of 0.05 percent, Policy compliance positively affects delivery of services in state entities in the Energy sector in Kenya.

The findings of this study are consistent with the observations made by Knill and Grohs (2015) that compliance with policies that are enacted to govern the operational practices in an enterprise is an imperative to service delivery. Equally, the observation of this study are in agreement with the findings associated with Olsen (2006) that selection process, rules and regulations and work instructions are crucial aspects of policy compliance in government bureaucracy. Further, the conclusion made in this study validates the proposition that bureaucracy is a social subsystem of instructional structure that facilitates effective functioning of enterprise within a particular frame of reference, and that defines a set of regulations for controlling activities and enhancing delivery of services (Weber, 1947; Blau & Scott, 1962; Grigoriou, 2013).

In the case of the fourth hypothesis, the researcher postulated that political environment has no effect on delivery of services in state enterprises in the Energy sector in Kenya. Statistical evidence estimates a beta coefficient of 0.135 for Political environment as a critical dimension of government bureaucracy. Further, the corresponding  $p$ -value for political environment is 0.005, which does not exceed the benchmark value 0.05 chosen for making decisions in this study. The implication of these findings is that an increase of political environment by a value of 1 is

responsible for an increase of 0.135 in the level of service delivery. Therefore, the researcher concludes that at a level of significance of 0.05 percent, there is a relationship between political environment and service delivery in state-owned enterprises in the Energy sector in Kenya.

The conclusion of this study supports the findings of Agboola (2016) that indicates that political environment has a bearing on operational practices and delivery of services. Notably, service delivery in public sector is mainly influenced by the ideologies and intended legacies of the dominant political parties at the time (Ferguson, 2019). Furthermore, the findings verifies the argument of new public management theory that creating autonomous agencies, restructuring and setting up of overall strategy, showing value for taxpayers' money, introducing competition in public service, client responsiveness and bolstering transparency, accountability, and inclusiveness enhances productivity and service delivery (Zungura, 2014; Baguma, 2017).

#### **4.6.2 Moderation Analysis**

The moderating role of Working environment on the effect of government bureaucracy on service delivery was carried out as guided by the two-step approach recommended by Baron and Kenny (1986). However, in view of the adopted approach, a composite index for leadership hierarchy, actors' interest, policy compliance and political environment was constructed using the formula for harmonic mean credited to Gupta (2009). In line with the adopted approach for moderation analysis, the first step entailed regressing government bureaucracy on service delivery. The statistical output for this simple linear regression analysis is presented in Table 4.15.

**Table 4.15 Government Bureaucracy and Service Delivery**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	0.850 <sup>a</sup>	0.723	0.722	0.40198	1.815

**Dependent Variable:** Service Delivery

**Predictors:** (constant), Government Bureaucracy

**Source: Survey Data (2021)**

In Table 4.15, the statistics for model summary demonstrates that the correlation coefficient for the estimated model is 0.850, while the coefficient of determination (R Square) is 0.723. The implication of the revealed coefficient of determination is that government bureaucracy as an explanatory variable accounts for 72.3 percent of change in delivery of services in the surveyed state entities in the Energy sector. The unexplained 27.7 percent of change in delivery of services is associated with other research variables that were not investigated in this thesis.

**Table 4.16 Analysis of Variance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	127.590	1	127.590	789.613	.000 <sup>b</sup>
Residual	48.960	303	0.162		
Total	176.550	304			

**Dependent Variable:** Service Delivery

**Predictors:** (constant), Government Bureaucracy

**Source: Survey Data (2021)**

The F-test for the goodness-of-fit of the resulting model indicated 789.613 as the value for the F-statistics at a level of significance of 0.000. These results provide a statistical evidence that the estimated model is the most suitable model for the observed data set in this study. Specifically, the estimated model is statistically significant at a level of confidence of 95 percent and 0.05 level of significance.

**Table 4.17 Coefficients of Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	$\beta$	Std. Error			
(Constant)	0.005	0.110		0.048	0.962
Government Bureaucracy	0.994	0.035	0.850	28.100	.001

**Dependent Variable:** Service Delivery  
**Predictors:** (constant), Government Bureaucracy  
**Source:** Survey Data (2021)

The population parameter as signified by the tabulated regression coefficients aided in the estimation of respective statistical model as illustrated in Equation 4.2.

$$Service\ Delivery = 0.005 + 0.994\ Government\ Bureaucracy \dots\dots\dots 4.2$$

The output of coefficients of regression analysis demonstrated that when government bureaucracy is held at a constant level of zero, service delivery would be at 0.005, albeit with a *p*-value of 0.962, which is well above the adopted margin of error of 0.05. The implication of these results is that estimated coefficient representing the *y*-intercept has no statistical significance at 95 percent level of confidence. Further, statistical evidence on the coefficient of explanatory variable indicates that whenever Government bureaucracy is increased by 1 unit, Delivery of services correspondingly increases by 0.994 with a *p*-value of 0.001. Therefore, at 95 percent confidence level, government bureaucracy affects service delivery in the surveyed state entities in the Energy sector.

Since government bureaucracy was found to have a significant effect on service delivery, it became necessary to carry out the second step of moderation analysis. In this step, government bureaucracy, working environment and the interaction term (government bureaucracy\*working environment) were regressed on service delivery. The results of this linear regression analysis are provided in Table 4.18.

**Table 4.18 Regression Analysis for the Interaction Term**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.878 <sup>a</sup>	.772	.769	.36598	1.728

**Dependent Variable:** Service Delivery  
**Predictors:** (constant), Government Bureaucracy, Working Environment, Government Bureaucracy\*Working Environment

**Source: Survey Data (2021)**

The tabulated statistical output revealed that the correlation coefficient was 0.878, which verifies the existence of a strong positive linear relationship. Moreover, the adjusted coefficient of determination was 0.769, which provided the statistical evidence that the estimated model explains 76.9 percent of variation in service delivery in state-owned enterprises in the Energy sector. The unexplained 23.1 percent of variation in service delivery is associated with other research variables that were not considered in this relationship.

**Table 4.19 Analysis of Variance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	136.235	3	45.412	339.049	.001 <sup>b</sup>
Residual	40.315	301	.134		
Total	176.550	304			

**Dependent Variable:** Service Delivery  
**Predictors:** (constant), Government Bureaucracy, Working Environment, Government Bureaucracy\*Working Environment

**Source: Survey Data (2021)**

Further investigation of the output of the F-test whose central focus is goodness-of-fit for the estimated model revealed 789.613 as the value for F-statistics at a level of significance (*p*-value) of 0.001. It is therefore evident that the estimated model is the most suitable for fitting the set of observed empirical data. Clearly, the estimated model is statistically significant at a level of confidence and level of significance of 95 percent and 0.05 percent respectively.

**Table 4.20 Coefficients of Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
(Constant)	.365	.268		1.360	.175
Government Bureaucracy	.449	.112	.384	3.991	.000
Working Environment	.044	.032	.236	1.373	.171
Interaction Term	.269	.103	.285	2.605	.010

**Dependent Variable:** Service Delivery

**Predictors:** (constant), Government Bureaucracy, Working Environment, Government Bureaucracy\*Working Environment

**Source: Survey Data (2021)**

The regression coefficients tabulated in Table 4.20 aided in the estimation of respective statistical model as illustrated in Equation 4.3.

$$\begin{aligned}
 \text{Service Delivery} = & 0.365 + 0.449 \text{ Government Bureaucracy} + 0.044 \text{ Working} \\
 & \text{Environment} + 0.269 \text{ Government Bureaucracy*Working} \\
 & \text{Environment} \dots\dots\dots 4.3
 \end{aligned}$$

The tabulated output of coefficients of regression analysis demonstrated that when all other factors are held at a constant level of zero, the level of service delivery is 0.365, albeit with a *p*-value of 0.175, which exceeds 0.05. Therefore, coefficient for the constant term in Equation 4.2 is not significant. Further inspection of these results revealed that the beta coefficients for Government bureaucracy, Working environment and the Interaction term were 0.449, 0.044 and 0.269 respectively.

Apparently, whereas the *p*-values for government bureaucracy and the interaction term were less than 0.05, the *p*-value for working environment exceeded 0.05. Accordingly, working environment is a moderator in the modelled relationship. In line with Baron and Kenny (1986), 0.269 is the beta coefficient for the interaction term magnitude and direction of moderation of working environment. This is to say that whenever Working environment is increased by 1 unit, the slope of Government bureaucracy and Service delivery correspondingly increase by 0.269. Therefore, the researcher inferred that working environment moderates the cause-effect relationship between government bureaucracy and delivery of services in state enterprises in the Energy sector in Kenya.

The conclusion of this study when it comes to moderation is consistent with the observation made by Raziq and Maulabakhsh (2015) that a conducive working environment, a relaxed and free environment that does not exert undue pressure, makes employees to work with ease and thus enhances the outcomes of government bureaucracy. Equally, the findings of this study confirms the empirical observations of Langat and Gachunga (2018) to the effect that working environment is an imperative for delivery of services in state-owned enterprises. Similarly, the conclusion of this study validates the proposition made by the systems theory to the effect that all elements of an enterprise are inter-related and inter-dependent and must therefore be synchronized for efficient and effective functioning of the unified whole (Saylor, 2014)

#### **4.7 Qualitative Data**

Qualitative data gathered in this inquiry was analyzed using thematic analysis. The respondents' views and thoughts were sought on pertinent aspects regarding leadership hierarchy, actors' interest, policy compliance, political environment, working environment and service delivery. Analysis of the responses provided entailed identifying, analyzing as well as making meaningful interpretation of patterns within qualitative data as proposed by Braun and Clarke (2006). The distinct patterns deriving from this analysis formed the basis for presenting a qualitative report in terms of common themes.

##### **4.7.1 Authority and Accountability**

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

#### **4.7.2 Corporate Governance Practices**

The researcher sought the views of respondents as regards actors' interests and service delivery. Respondents considered actors' interests as an imperative for attainment of the strategic objectives of state enterprises in the Energy sector. In essence, the experience and perspectives of internal and external actors is necessary for strengthening corporate governance practices of surveyed state-owned enterprises. Information sharing and participation of actors aid in identifying priority issues and opportunities that can be exploited by state entities in the Energy sector. Involvement of actors in decision making creates opportunities for learning and generating knowledge about the concerns of customers and delivery of services. In addition, understanding actors' interests promotes operational practices that would help state-owned enterprises to deliver services efficiently and effectively.

#### **4.7.3 Compliance Audits**

Actors' views were sought on the value of policy compliance in state-owned enterprises in the Energy sector. It was observed that institutional policies as a derivative of both internal and external environment underlie behavior of actors and corporate reputation. Compliance audit was a dominant theme in the observations that were collated from the actors participating in this study. Actors noted that there was a need to strengthen the internal mechanism for auditing the level of compliance with regulatory guidelines. Reports of such audits should be disseminated to actors through information meetings so as to foster consistency in operational practices and service delivery in state entities in the energy sector. The quality and quantity of information available to actors impact on operational efficiency and has a bearing on delivery of services.

#### **4.7.4 Political Influence**

The views of actors on the relevance of political environment were sought. It was observed that political environment has the potential to favor or hinder efficient functioning of state enterprises in the energy sector. It was noted that public institutions in the utility sector attract immense attention from the political class as their core business is to provide essential services that play a facilitative role in so far as social-economic development at community and national level is concerned.

Political influence interferes with operational practices in state enterprises in the energy sector and promotes inefficiency in delivery of services. It is necessary to cultivate a considerable degree of autonomy so as to promote operational efficiency, objectivity, consistency and fairness in delivery of services.

#### **4.7.5 Diversity Initiatives**

The researcher sought the views of respondents concerning the improvement that may need to be done in the working environment of state enterprises. It was observed that state-owned enterprises have a heterogeneous mix of actors whose potential may not have been fully exploited. It was noted that there was need to cultivate an inclusive work climate which would promote positive team spirit and make use of distinct perspectives and experience of actors in state-owned enterprises. Institutional practices should encourage objective engagement of actors, as this would enhance the ability to creatively and innovatively address operational challenges and thus enhance institutional outcomes. Diversity training should be initiated to create awareness of the differences among the actors and thus foster the necessary adjustment for facilitating effective functioning of state-owned enterprises.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, CONTRIBUTION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter sets forth insights on empirical findings of the inquiry, attendant conclusions, recommendations for practice, and suggestions for future research.

#### **5.2 Summary**

The thesis generally intended to investigate the effect of government bureaucracy on service delivery in state enterprises within the energy sector in Kenya. Given the composite nature of chosen explanatory variable, the general objective was further unpacked into specific objectives as dimensions of government bureaucracy, including leadership hierarchy, actors' interests, policy compliance and political environment as detailed in the critical review of pertinent literature. The study additionally investigated the moderating role of working environment on the effect of government bureaucracy on service delivery. The research constructs were underpinned by bureaucratic theory, stakeholder theory, systems theory, and new public management theory.

The research methodology used in this investigation was grounded on the pragmatism paradigm that facilitated the use of semi-structure questionnaire. Descriptive and explanatory research designs were used as a blueprint for making observations and analyzing data. Multiple linear regression analysis was chosen as an empirical model and a basis for carrying out statistical analysis. Random sampling was used for purposes of selecting a representative sample from the target population. Tests of validity and reliability were carefully carried out to confirm the soundness of research instrument adopted for collecting data for the thesis. The research observed the required ethical standards in the process of executing this investigation.

Government bureaucracy was conceptualized as a composite explanatory variable consisting of leadership hierarchy, actors' interests, policy compliance and political environment. Resulting measures of central tendency and dispersion confirmed that

leadership hierarchy, actors' interests, policy compliance and political environment as dimensions of government bureaucracy were moderately manifested in the practices of state entities surveyed in the energy sector. In addition, working environment was conceptualized as a moderator and measured using information and communication technology, and organizational culture. The aggregated values of sample mean and standard deviation demonstrated that the observed aspects of working environment were evident in the practices of state-owned enterprises in the energy sector. Similarly, service delivery was conceptualized as an outcome variable and measured using efficiency, effectiveness, turnaround time, and quality of service. Measures of central tendency and corresponding measures of dispersion deriving from the observed data revealed the existence of pertinent aspects of service delivery in surveyed state-owned enterprises.

As regards the first hypothesis, the researcher postulated that leadership hierarchy has no effect on service delivery in state-owned enterprise in the energy sector in Kenya. Statistical evidence drawn from the analysis confirmed that indeed leadership hierarchy positively affects service delivery within the purview of surveyed state corporations. Concerning the second hypothesis, the researcher postulated that actors' interests has no effect on service delivery in state enterprises within the energy sector in Kenya. Output of statistical analysis verified that actors' interests positively affects service delivery.

In the third hypothesis, the researcher postulated that policy compliance has no effect on service delivery in state enterprise in the energy sector in Kenya. Statistical evidence drawn from the analysis confirmed that policy compliance has a positive contribution to service delivery. Consistently, the fourth hypothesis postulated that political environment has no effect on delivery of service delivery. If anything, inferential analysis carried out confirmed that political environment positively affect delivery of services. Further, the fifth hypothesis postulated that working environment moderates the effect of government bureaucracy on delivery of services in state-owned enterprise within the energy sector in Kenya. To this end, statistical analysis verified that working environment moderates the effect of government bureaucracy on delivery of services.

### **5.3 Conclusion**

The thesis intended to investigate the direct effect of leadership hierarchy, actors' interests, policy compliance, and political environment on service delivery. Additionally, the investigation intended to analyze the moderating effect of working environment on the relationship between government bureaucracy and service delivery. As pertains to the first objective concerning the direct relationship, the coefficient for leadership hierarchy was found to be significant. Therefore, the research concluded that leadership hierarchy positively contributes towards service delivery. Concerning the second objective, the coefficient for actors' interests was found to be statistically significant. In view of this, the conclusion of the research was that actors' interests directly affect delivery of services in state corporations in the energy sector in Kenya.

When it comes to the third objective of the thesis, the *beta* coefficient for policy compliance was found to be significant. Thus, the researcher concluded that policy compliance has a positive contribution towards service delivery. In respect to the fourth objective, political environment was verified to be statistically significant. As such, the researcher concluded that political environment positively affect service delivery. Similarly, in the fifth objective the statistical criteria for moderation analysis confirmed that working environment has a statistically significant moderating effect on the direct effect of government bureaucracy on service delivery. The researcher thus concluded that working environment moderates the effect government bureaucracy on service delivery.

### **5.4 Recommendations for Practice**

These findings have valuable implications for policy and practice in state corporations in the energy sector. In regard to the first objective, management of state-owned enterprises should enact policies to reinforce practices on aspects of leadership power, leadership motivation and leadership delegation. In so far as leadership power is concerned, the senior management in charge of strategy should guide enactment of policy guidelines to strengthen activities that create enabling environment, enhance communication of the strategic goal and enhance alignment

of service delivery with the actors' interests. Senior management in different functional areas should be open and receptive to suggestions, contributions, complaints of actors, and be seen to exercise fairness in the dealing with all actors. Delegation of duties should be strengthened so as to provide effective mechanisms for learning, transmission of knowledge, development of new skills, and confidence building among actors in state-owned enterprises for enhanced productivity and for effective succession planning.

In relation to the conclusion pertaining to the second objective, it is suggested that policy framework be developed to promote activities relating actors' participation, decision making and efficient flow of information in state-owned enterprises. It is apparent that the level of participation of actors in advisory boards, project initiation, and project execution is not optimal. These aspects should form the basis for policy review and development, seeking to enhance the extent of engagement of actors in the affairs of state-owned enterprises. Actors should not only be involved in decision making but also be considered in consensus building. Moreover, deliberate effort should be made to align decisions with the consensual perspectives of actors. Also, the aspect of flow of quality and quantity of information in the different activity centres in state-owned enterprises needs to be prioritized by senior management in the effort to strengthen actors' participation so that their interests are not ignored.

As concerns the third specific objective, the divisions of audit in state-owned enterprises should strengthen the existing policy framework to sufficiently embed practices that foster the culture of compliance with rules and regulations, work instructions and personnel selection. Specifically, actors should be more involved in formulation of rules and regulations, as this would significantly minimise biases, delays and corruption in service delivery. Moreover, such involvement would promote responsiveness of state-owned enterprises to the actors' concerns. Given that work instructions are known to promote service delivery, human management division should ensure that such instructions are formalized, clearly identify the service points, and sufficiently address institutional tasks and diverse concerns of work. In addition, human resource management division ought to enhance actors' familiarity with and understanding of guidelines for selection of employees.

As for the conclusion on the fourth objective, the board of management of state corporations in the energy sector should put in place mechanisms for cushioning from disruptive interference of interest groups with potential to erode operational efficiency and ability to actualize intended service delivery outcomes. The role of national government in promoting delivery of services has not only been appreciated but is also considered pivotal. However, there is a need to deliberately insulate running of state-owned enterprises from interference by politicians if the actors are to reap the intended benefits. Politicians' influence in service delivery, selection process, promotion of employees, and management decisions and actions should be put under check. Promotion of institutional autonomy should be a matter of central concern for the national government in order to enhance fairness, objectivity and efficient delivery of services in state-owned enterprises.

Concerning conclusion on the fifth objective, the human resource divisions of state-owned enterprises ought to enact policy that buttresses mutual trust, team spirit, sharing of information, openness, and sense of belonging. In addition, sufficient resources should be availed for strengthening information and communication infrastructure as one of the critical support system for enhancing the processes of value creation and delivery in state-owned enterprises in the energy sector. Information communication technology is key enabler for service delivery in state-owned enterprises. This institutional facet plays a key role in effective functioning and integration of efforts in different institutional units. Investment should be made to consistently enhance and upgrade information communication technology in order to improve the working environment in state-owned enterprises. Apparently there is a lack of sense of belonging among actors in state-owned enterprises. This state of affairs has potential to hamper effective delivery of services; therefore, senior management should cultivate a warm environment for actors that promotes mutual trust, openness and team spirit in state-owned enterprises.

### **5.5 Contribution of the Study to Knowledge**

Review of the empirical literature that was relevant to the research constructs adopted in this study revealed that in as much as there exists a vast body of extant empirical literature, there is evidence of diverse research gaps that render the

conclusions thereof not sufficient for addressing all the concerns of this study. What was revealed by the critical review of existing empirical literature was that indeed there are methodological, conceptual and contextual gaps that disallow generalization and subsequent adoption of conclusions made concerning the issues of service delivery pertaining to state corporations in the energy sector that were raised in this study. In view of the foregoing, this survey has merely added to the existing body of empirical literature by providing empirically verifiable evidence and insights regarding service delivery as an outcome of government bureaucracy within the context of state corporations in the energy sector in Kenya.

The study has provided clear and systematic verification of the nature and degree of contribution of leadership hierarchy, actors' interests, policy compliance, and political environment to delivery of service. The research has also demonstrated that all the observable aspects of government bureaucracy are practiced in state-owned enterprises in the energy sector, albeit moderately. Further to this, the study established working environment as a moderator and provided empirical verification of the very nature and direction of the effect of this third variable on the effect of government bureaucracy and service delivery.

The study also serves to validate the theoretical literature that was reviewed for purposes of underpinning the various phenomena that formed the basis for this investigation. The conclusion drawn in this study validates the proposition made in the theory of bureaucracy that adopting a clear leadership hierarchy forms the basis of organization's planning which promotes delivery of services and accomplishment of the organization's mission through unified decision-making process, systematic discipline of workers and clear communication. Additionally, the study validates the proposition that bureaucracy is a social subsystem of instructional structure that facilitates effective functioning of enterprise within a particular frame of reference, and that defines a set of regulations for controlling activities and enhancing delivery of services.

Further, the evidence presented in this study validates the postulation of new public management theory that creating autonomous agencies, promoting client responsiveness, transparency, accountability, and inclusiveness enhances

productivity and service delivery. The conclusion of this study validates the proposition made by the systems theory to the effect that all elements of an enterprises are interrelated and inter-dependent, and must therefore be synchronized for optimal functioning of the unified whole. The study verifies the proposition of stakeholders' theory that the success of an organization in service delivery is predicated on understanding the needs of the stakeholders and incorporating their ideas in policy formulation in achieving effectiveness and efficiency.

### **5.6 Recommendations for Future Studies**

This thesis was confined to leadership hierarchy, actors' interests, policy compliance and political environment as explanatory variables. Similarly, working environment and service delivery were adopted as the moderating variable and outcome variable respectively. Coefficient of multiple determination in the case of the direct relationship as signified by the value of adjusted R square implied that there is a certain proportion of change in service delivery that is attributable to other factors which were not within the scope of this empirical investigation. In light of this, future research effort should be directed to other factors that are antecedents of service delivery with the object of explaining the proportion of variation in service delivery not accounted for in this study. It is also equally necessary to replicate this empirical inquiry in other sectors, sub-sectors, industries and countries in order to validate its findings. In addition, in as much as working environment has been empirically verified as a moderator, it's necessary to consider extending the conceptualization through inclusion of other variables, either hypothesized as moderators or as mediators.

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## APPENDICES

### Appendix I: Introduction Letter

Dear Respondent,

#### **RE: REQUEST TO FILL THE ATTACHED QUESTIONNAIRE**

My name is JASON CHEWA a student at Kenyatta University pursuing a doctor of philosophy in public policy and administration in the school of humanities and social sciences. I am conducting a research study in fulfillment for the requirements of my degree. The study is entitled **GOVERNMENT BUREAUCRACY AND SERVICE DELIVERY IN STATE OWNED ENTERPRISES IN THE ENERGY SECTOR IN KENYA**. The results of this study will help to improve service delivery in state owned enterprises. I kindly request you to provide the required information to the best of your knowledge by filling out the attached Questionnaire/interview guide. The information is strictly for academic purposes only and will be treated with utmost confidentiality.

Thank you,

Yours faithfully,

**Jason Chewa**

[jaychewa@gmail.com](mailto:jaychewa@gmail.com)



## SECTION B: SPECIFIC INFORMATION

### i) Leadership hierarchy

5. Leadership hierarchy 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 this 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.

<b>Power Use</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Leaders provide an enabling environment					
I am happy with how power is used in the organization					
The organizational leadership widely shares the organization's vision					
The organizational leadership serve own interests as opposed to that of the organization.					
The vision of the organization is clearly communicated					
Management has technical skills for supporting service delivery					
Management decisions enhances service delivery					
Leadership power is used for bettering delivery of services					
Leadership power is used to promote coordination amongst actors for enhanced delivery of services					
<b>Motivation</b>					
The organizational leader is liberal as long as you are productive					
The organizational leaders are concerned with our perceptions and suggestions					
The leadership style in the organization is very approachable and accommodating					
The behaviour of leaders is a source of inspiration					
I feel energised because the organizational leaders acts fairly towards me					
My contribution is appreciated in the organization					
<b>Delegation of Duties</b>					
Leaders assign tasks to people at lowers level as they are capable of completing them successfully					
The organization leader has confidence in the ability of those at lower levels to complete tasks successfully					
There is fairness in assignment of tasks to people at lower levels					
Assignment of tasks is used for skills development in the organization					
Assignment of tasks is corroborated with assignment of matching authority					
There is no duplication of responsibility over organizational duties					

6. Kindly comment on the role of leadership hierarchy in delivery of services

.....

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**Actors' interest**

7. 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 this 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.

<b>Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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 feedback of actors is valued in the organization					
Actors engagement promotes improvement of service delivery in the organization					
There a survey feedback system where for actors to relay their concerns					
Opportunities are provided for everyone to participate in affairs of the organization					
Engagement of actors facilitates understanding their perspectives on service delivery					
Involvement in the affairs of the organizations instils a sense of belonging					
<b>Decision Making Process</b>					
The perspectives of actors are considered in decision making					
There is openness in evaluating alternative causes of action					
Everyone's views are sought when making decisions					
Decisions made are widely communicated					
Needs of actors are explored when making decisions					
Suggestions of actors on pertinent issues are considered					
Decisions are aligned with perspectives of actors					
There is consensus building when developing plans for delivery of services					
There is a platform for addressing actors'					

complaints					
Decision making is a valued means of enhancing delivery of services					
<b>Communication</b>					
Channels of communication are clear to actors					
Actors are provided with clear information on the offices that are responsible for respective duties					
Sufficient information is provided for resolving issues					
Credible information is provided to actors					
Organizational resources are committed to assessment of information needs of actors					
Clarity of information is valued in the organization					
Timely supply of information to actors is prioritized in the organization					
Informed feedback is given to concerns of actors					
Timely information is provided to actors in the event of disruption of delivery of services					

8. In your views how does actors interests affect service delivery

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### III. Policy Compliance

9. Policy compliance 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 this 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.

<b>Rules and Regulations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Rules and regulations provide clear guidelines on service delivery					
Interests of actors informs the formulation of rules and regulations					
Actors are involved in formulation of rules and regulations					
Rules and regulations are a source of delays in delivery of services					
Adherence to rules and regulations eliminates bias in delivery of services					
Rules and regulations are responsible for corruption in the organization					
Rules and regulations enhances service delivery process					
Rules and regulations reduces the ability of the organization to be responsive to the concerns of					

the actors					
Rules and regulations promotes flexibility in service delivery in the organization					
<b>Work Instructions</b>					
Actors are familiar with the steps for completing tasks in the organization					
Steps for completing tasks are documented in the organization					
Work instructions promotes delivery of services in the organizations					
Work instruction clearly identifies the service points for actors					
Work instructions sufficiently addresses organizational tasks					
Work instructions addresses the diverse concerns of actors					
<b>Selection Process</b>					
Actors are familiar with the organizational guidelines on selection					
Selection process is conducted in unfair manner					
There is canvassing during the selection process					
Selection process is clear to actors					
Information on available vacancies is provided to actors					
The selection test is free of bias					
There is transparency in the screening process					
Actors are satisfied with the selection process in the organization					
Organizational requirements drives the selection process					
Corruption in selection process hinders service delivery					

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

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**IV. Political Environment**

11. 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 this 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.

<b>National Government Influence</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The national government closely follows the					

operations of the organization					
Support by the national government ensures service delivery					
The organization is successful because politicians support it					
I am impressed by the intervention of the government in the organization					
Political processes such as general election affects service delivery					
<b>National Government Control</b>					
The national government determines how we operate in the organization					
Politicians are key determinants of service delivery					
Politicians have a say in the hiring selection process in the organization					
Promotion at work is based on political favours					
The leaders do what the politicians want in the organization					
<b>National Government Power and Authority</b>					
Powers and authority of national government promotes the autonomy of the organization					
The national government supports the operations of the organization by developing timely policies					
Policy changes initiated by the national government to state owned enterprises promote operations of the organization					
Political diversity on matters concerning the organization enhances delivery of services					
The national government cushions the organization from inflation and tax escalation					

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

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**IV. Working Environment**

13. Working 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 this 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.

<b>Information Communication Technology</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Quality of services offered has improved due to information communication technology					
Information communication technology					

facilitates tracking of concerns of actors					
Information communication technology has made it easy to serve the interest of the actors					
Information communication technology promotes task executions					
It's easy to communicate with actors due to information communication technology					
Information communication technology matches the diverse needs of actors					
There is more flexibility in delivery of services due to information communication technology					
There is delay in responding to actors complaints due to information communication technology					
<b>Organizational Culture</b>					
There is mutual trust amongst actors in the organization					
There is coordination of actors effort in the organization					
The code of conduct has promoted behaviour of actors in the organization					
Dialogue is encouraged amongst actors in the organization					
Actors are have a sense of belonging to the organization					
There is a friendly atmosphere amongst actors in the organization					
Actors take initiatives in the interest of the organization					
Actors work together to solve problems in the organization					
Sharing of information amongst actors is encouraged in the organization					
There is a friendly environment for sharing information in the organization					

**14.** Comment on the improvement that may need to be initiated in the working environment

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**V. Service Delivery**

**15.** Service deliver 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 this 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.

<b>Service Delivery</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization is keen to perform the promised service					
There is good accessibility to organizational services					
Needs of actors are attended to on a timely basis					
There are delays in performance of services in the organization					
Actors are satisfied with the levels of accuracy in performance of services in the organization					
Actors convenience in performance of service is valued in the organization					
Service performance meets the expectation of actors					
Operating hours of the organization are convenient to actors					
Performance of service in the organization is characterised by thoroughness					
Actors are given individual attention in the organization					
Actors are satisfied with the level of service performance in the organization.					
Actors are informed about when the service would be performed					
Actors feeling are considered in performance of service					
Actors feel safe during performance of service in the organization					
Organization's documents are free of errors					

**THANK YOU FOR YOUR PARTICIPATION**

**Appendix III: NACOSTI Permit**

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 180416	Date of Issue: 06/September/2021
<b>RESEARCH LICENSE</b>	
	
<p>This is to Certify that Mr.. JASON CHEWA of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: GOVERNMENT BUREAUCRACY AND SERVICE DELIVERY IN STATE OWNED ENTERPRISES IN THE ENERGY SECTOR IN KENYA for the period ending : 06/September/2022.</p>	
License No: NACOSTI/P/21/12749	
180416 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
<i>Recommended</i> <i>M.</i> <i>6/10/2021</i>	Verification QR Code
 COUNTY COMMISSIONER NAIROBI COUNTY P. O. Box 30124-00100, NBI TEL: 341666	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation  
off Waiyaki Way, Upper Kabete,  
P. O. Box 30623, 00100 Nairobi, KENYA  
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077  
Mobile: 0713 788 787 / 0735 404 245  
E-mail: [dg@nacosti.go.ke](mailto:dg@nacosti.go.ke) / [registry@nacosti.go.ke](mailto:registry@nacosti.go.ke)  
Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)

## Appendix IV: Graduate School Authorization Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 020-8704150

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Our Ref: C82/CTY/28711/2018

DATE: 26<sup>th</sup> August, 2021

Director General,  
National Commission for Science, Technology  
& Innovation  
P.O. Box 30623-00100,  
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MR. JASON CHEWA – REG. NO. C82/CTY/28711/2018

I write to introduce Mr. Jason Chewa who is a Postgraduate Student of this University. He is registered for Ph.D Degree programme in the **Department of Public Policy and Administration**.

Mr. Chewa intends to conduct research for Ph.D. Proposal entitled, “**Government Bureaucracy and Service Delivery in State Owned Enterprises in the Energy Sector in Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,

  
**PROF. ELISHBA KIMANI**  
**FOR: DEAN, GRADUATE SCHOOL**



EK/mn

**Appendix V: Data Collection Approval from Ministry of Education**



Republic of Kenya

**MINISTRY OF EDUCATION**

**STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION**

Telegrams: "SCHOOLING", Nairobi  
Telephone; Nairobi 020 2453699  
Email: [rcenairobi@gmail.com](mailto:rcenairobi@gmail.com)  
[cdenairobi@gmail.com](mailto:cdenairobi@gmail.com)

REGIONAL DIRECTOR OF EDUCATION  
NAIROBI REGION  
NYAYO HOUSE  
P.O. Box 74629 – 00200  
NAIROBI

When replying please quote

Ref: RDE/NRB/RESEARCH/1/65 Vol.1

DATE: 6<sup>th</sup> October, 2021

Mr. Jason Chewa  
Kenyatta University

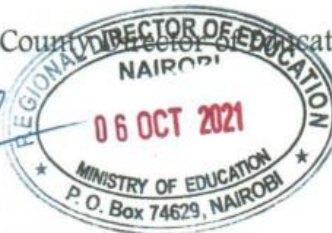
**RE: RESEARCH AUTHORIZATION**

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on the topic: *"Government Bureaucracy and Service Delivery in State Owned Enterprises in the Energy Sector in Kenya."*

This office has no objection and authority is hereby granted for a period, ending **6<sup>th</sup> September, 2022** as indicated in the request letter.

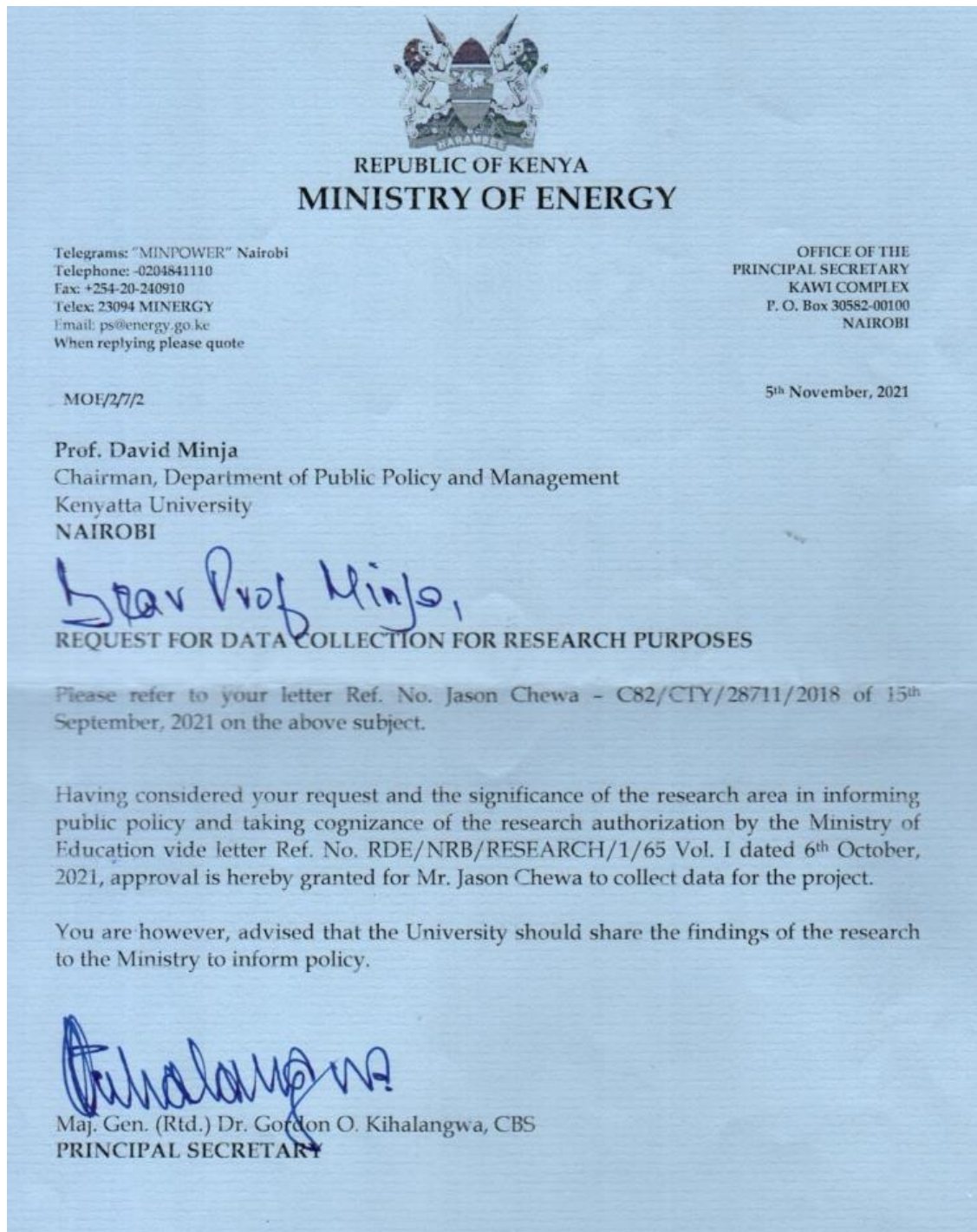
Kindly inform the Sub County Director of Education of the County you intend to visit.

  
**JAMES KIMOTHO**  
FOR: REGIONAL DIRECTOR OF EDUCATION  
NAIROBI.



Copy to: Director General/CEO  
National Commission for Science, Technology and Innovation  
NAIROBI.

**Appendix VI: Data Collection Approval from Ministry of Energy**



## Appendix VII: Data Collection Approval from EPRA



Eagle Africa Centre, Longonot Road, Upperhill  
P.O. Box 42681 – 00100 GPO, Nairobi – Kenya  
Tel: +254 – 20- 2847000/200/2717675  
Cell: +254-722 200947/734 414333  
Hotline: +254 709 336 000/708 444 000  
Email: info@epra.go.ke; Website: www.epra.go.ke

Our Ref: EPRA/ER/14/JM/rb

4<sup>th</sup> November 2021

Mr. Jason Chewa  
P.O. Box 30623 – 00100  
NAIROBI

Dear Mr. Chewa

RE: REQUEST FOR DATA FOR RESEARCH PURPOSES

The above subject refers.

The Authority is in receipt of a letter from Kenyatta University dated 15<sup>th</sup> September 2021 for your request to collect data for your research.

Attached is the filled questionnaire for your attention. Please feel free to contact us in case of any further clarification.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Mutua', is written over a rectangular box.

Dr. John Mutua  
Ag. DIRECTOR ECONOMIC REGULATION & STRATEGY

## Appendix VIII: KPLC Data Collection Approval



Kenya Power

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*The Kenya Power & Lighting Co. Ltd.*  
*Central Office – P.O. Box 30099 – 00100, Nairobi, Kenya.*  
*Telephone – 254-02-3201000 – Telegrams ‘ELECTRIC’*  
*Fax No. 254-02-3514485*  
*STIMA PLAZA, KOLOBOT ROAD*

Our Ref: KP1/5BA/42D/EWO/eo

1<sup>st</sup> November, 2021

Jason Chewa  
P.O BOX 30623  
Nairobi

Dear Jason,

**RE: DATA COLLECTION AUTHORISATION**

Reference is made to the subject matter mentioned above. You have been allowed to carry out research on **“Government Bureaucracy and Service Delivery in State Owned Enterprises in the Energy Sector in Kenya.”**

The data collection will be conducted between **1<sup>st</sup> November 2021** and **31<sup>st</sup> December 2021** within the Company.

This authority notwithstanding, you must exercise confidentiality of company information. The Research Project should also not disrupt normal working hours and Company's flow of work.

A soft copy of the final research project should be forwarded to the Manager, Learning & Development.

If in agreement with the above, please sign hereunder and return it us before you commence distribution of questionnaires:

**Researcher**

Name: ..... JASON CHEWA ..... Sign: ..... [Signature] .....

Date ..... 02/11/2021 ..... Academic Institution: Kenya University .....

Yours faithfully,  
For: **KENYA POWER & LIGHTING COMPANY PLC**

[Signature]

**Edward W. Onono**  
**For: MANAGER, LEARNING & DEVELOPMENT**

THE KENYA POWER & LIGHTING  
COMPANY LIMITED  
P. O. Box 30099 - 00100  
NAIROBI

## **Appendix IX: REREC Data Collection Approval**

**Subject:** Request for Data for research - Jason Chewa

Good Afternoon Jason Chewa,

Trust that this mail finds you well.

Reference is made to the subject matter mentioned above. You have been allowed to carry out research on *"Government Bureaucracy and Service Delivery in State Owned Enterprises in the Energy Sector in Kenya."*

The data collection will be conducted between **16<sup>th</sup> November 2021** and **16<sup>th</sup> December 2021** within the Corporation at KAWI House.

This Corporation notwithstanding, you must exercise confidentiality of company information. The Research Project should also not disrupt normal working hours and Company's flow of work.

A soft copy of the final research project should be forwarded to the Manager, Human Resource.

Kindly get in touch with me via the office line 0709193000/3600

Kind Regards,

Frida

**From:** Everlyn Koech

**Sent:** Monday, October 18, 2021 10:33 AM