

INFLUENCE OF GOVERNANCE ON SERVICE DELIVERY IN THE OFFICE OF DIRECTOR OF PUBLIC PROSECUTIONS, COASTAL REGION

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Abstract: Governance has played an important role in many countries progress towards realization of Millennium Development Goals. Governance encompasses the rules, institutions and processes, through which people, organizations and governments work toward common objectives, make decisions, generate legitimate authority and power, and promote and protect human rights. Good governance is essential for any successful business as it affects the performance of that organization, risk appetite as well as innovation ability. It is crucial for an organization to achieve its objective spearhead improvement and not forgetting maintaining of ethical and legal standards in the perception of the various stakeholders. Leadership is critical for the success and survival of all forms of organizations. The role of leadership in organizations is to put structure and order. By facilitating active and inclusive participation, they contribute to the development of citizenship. This study was set to determine the effect of governance on service delivery in the public service coastal region in Kenya. The study was specific to the Mombasa, Kwale, Kilifi, Lamu, Taita Taveta, and Tana River Counties which represent the coastal region of Kenya. The specific objectives were; to establish the effect of intellectual Stimulation on service delivery, to assess the effect of separation of powers on service delivery, to determine the effect of resource allocation on service delivery and to establish the effect of inspirational motivation on service delivery in the public service coastal region in Kenya. The study adopted a descriptive research design. This study focused on the ODPP in Coastal region where 156 employees were the target population. Stratified random sampling was used in the study to select the sample of 112 employees. Primary data was collected through the administration of the questionnaires. The study found positive strong correlation between service delivery and the independent variable. The study found that intellectual stimulation, separation of powers, resource allocation, and inspirational motivation significantly influence Service delivery at the ODPP Coastal region. The study found that all the independent variables explained 69.1% change in service delivery at the ODPP Coastal region. The study recommends good governance to ensure service delivery. The study further recommends similar study to be done to other public institutions to explain the deference in change of service delivery.

Keyword: Service Delivery, Intellectual Stimulation, separation of Powers, Resource Allocation, Inspirational Motivation.

I. INTRODUCTION

Leadership is critical for the success and survival of all forms of organizations. The major role of leadership in associations is to put structure and order. Leadership in associations needs to immediate and facilitate work by group individuals and building relational associations with others. Leaders who are visionary can really control the association towards awesome achievement. Leadership viability is appeared by quality outcomes. The coordination of the human component in accomplishing set objectives and goals is basic. Getting results through others and the capacity to fabricate durable, objective – arranged groups is the essence of a good leader. Authority is a perplexing, multifaceted process

worried about the specialty of affecting devotees in a specific heading which includes casting a vision, goal setting and motivating people [1]. According to [2] governance is the interaction among structures, processes, and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens and other stakeholders have their say. It about the power relationship, and accountability: it addresses the questions like who has the influence, who makes the decisions, and how decision-makers are held accountable. Governance encompasses the rules, institutions and processes, through which people, organizations and governments work toward common objectives, make decisions, generate legitimate authority and power, and promote and protect human rights [2].

[3] proposed the Soufflé Theory which explains the major elements of decentralization type of governance as: fiscal, political and administrative. The central government thus transfers the responsibilities of management, planning and financing to administrative autonomy in an attempt to ensure effective response to the local needs. The local administrative authorities thus can enforce regulatory decisions so as to govern various systems in their local offices including performance management. Devolution is one among several forms of decentralization, which is a characteristic of all governments globally. Vertical decentralization offers a vote, from horizontal decentralization, which also offers voice. Thus, it is not whether governments decentralize, but rather, how and why they do considerations that are significant for the choice between alternative modes of decentralization. Devolution is focused on efficiency thus the expectation that decentralizing functions to the lowest feasible level of decision making and implementation will optimize information flows and reduce transaction costs. Thus, a decision to devolve is often based on the failure of central government to deliver, such as in revenue collection or in-service delivery [4]. Devolution is further seen as an avenue to democratic deepening within a county, with constitutional or legal boundaries diminishing friction with the Centre that could otherwise undermine the county. Besides concern with efficiency in service delivery, devolution is meant to resolve 'over-centralized mis-governance' or defuse secessionist tendencies, its outcomes leading to greater consensus in decisions [4].

Governance has played an important role in many countries progress towards realization of Millennium Development Goals (MDGs). For the policies to be effectively implemented, appropriate governance structures and effective application of good governance principles is inevitable. For policies to be successful implemented for development, good leadership with a clear vision of the desired outcomes is needed. There should also be policy coherence and coordination within the government to ensure policies are developed especially for resource constrained contexts where information technology plays a crucial role in facilitating the coordination, accountability, and service delivery. To deal with government capacity constraints, decentralization has proved to be a critical mechanism for engaging communities as well ensuring there is transparency of governance. Where governments lack the resources to provide key services to its population, partnership with non-governmental organizations and the local community has provided avenues to improve governance [5]. Good governance is essential for any successful business as it affects the performance of that organization, risk appetite as well as innovation ability. It is crucial for an organization to achieve its objective spearhead improvement and not forgetting maintaining of ethical and legal standards in the perception of the various stakeholders. For innovation to take place in any organization uncertainty must be reduced in a given strategy for it to be implemented. The public sector is difficult to innovate though many ideas are present due to the fear of public scrutiny and the political risk thus, in the public sector an individual is no control as it is driven by the political will and power [6].

Service delivery includes protection by an accepted governing body. In exchange for being governed and protected, citizens expect the governing body to maintain an orderly community. This agreement confirms the governing body's responsibility to govern on behalf of the citizens of such communities and to protect their interests. This responsibility further implies that the governing body is responsible for service delivery to the community. The programmes of government should contribute towards an enhanced quality of life for all. This implies that the outcomes of public administration are aimed at service delivery and the improvement of the general welfare of the people. The emphasis in the values and principles of the public service is on performance through professionalism, efficiency, effectiveness and economic use of resources. Emphasis is also placed on the timeliness of service delivery, equity, impartiality and transparency. Matters of representativeness in the public service are dealt with through ensuring that all levels of the public service reflect the face of Kenya. This requires the observance of the two third gender principle, the proportionate representation of members of all ethnic groups and the meeting of the five percent standard for persons with disabilities [2].

The Office of the Director of Public Prosecutions (ODPP) is the National Prosecuting Authority in Kenya which has been mandated by the Constitution to prosecute all criminal cases in the country. The ODPP has presence in all the 47 counties in Kenya with its headquarters in the City of Nairobi. A Senior Assistant Director of Public Prosecutions (SADPP) heads each ODPP County Office and is responsible for working with the courts and the investigative agencies to provide high

quality prosecution services in their jurisdiction. Nationally, the ODPP prosecutors deal with a wide range of cases from minor offences in the magistrates' courts to serious cases such as murder, constitutional petitions and Appeals which are heard in the High Court. The ODPP Mandate is executed through four departments namely: Offences against the Person; Economic, International & Emerging Crimes; County Affairs & Regulatory Prosecutions and Central Facilitation Services. Each of these departments is headed by a Deputy Director.

1.1. Statement of the Problem

Citizens in countries with low income depend on their governments for basic services provision and the government through various representatives, and public officials ensure that there is governance and delivery of services. Good governance and quality service delivery to the general public is essential to growth of the economy of a country [7]. The public service aims at reducing inequitable distribution of resources and inequities like discrimination and thus public service delivery has a potential in reducing economic inequalities that keep arising with countries like India and china being good examples [8]. There are several pathways through which governance and the quality of public services can impact a country's economic growth. The overarching objective of public provision of free or subsidized services in low income countries is to deliver social protection to the poor and vulnerable and to alleviate poverty. The quality of governance, thus, has direct implications for economic growth. Governance deficit arises due to high levels of corruption in the delivery of public services in low income economies. Research suggests that civil servants often pursue their narrow self-interests which are not aligned with social interests (Rent-seeking) [9] (Buchanan 1978). Further, public officials receive a fixed salary and are not paid for performance, leading to low effort [7].

In addition, the public officials enjoy limited autonomy and their postings, transfers and promotions are often linked to whether they satisfy the interests of their political masters [10]. Public officials (both elected and civil servants), however, may not be entirely to blame for the lack of good governance. On 16th December 2019, the DPP gazetted the revocation of appointments of over 300 public prosecutors he had seconded to 14 state agencies. The DPP cites lack of proper legal training, lack of sufficient data related to qualifications, lack of uniformity in terms of quality prosecutions services and oversights, and lack of adherence to development in law, prosecution guidelines and policies [11]. What measures should be adopted to increase the transparency in governance and implementation of public programs that would allow the citizens to correctly evaluate the performance of the public officials and potentially improve accountability? Why has the DPP been insisting that the office lack qualified prosecutors to handle the big cases where the general public are still anticipating "big fish" to be captured? Why has the office of Public prosecution been accused of not doing their homework to ensure those denying services to the public are held accountable?

1.2. Objectives of the Study

The general objective of the study was to examine the influence of Governance on service delivery in the ODPP in Coastal region.

Specific Objectives

The study was guided by the following specific objectives:

1. To examine how intellectual stimulation influences the service delivery in ODPPs in Coastal region.
2. To establish how inspirational motivation affects the service delivery in ODPPs in Coastal region.

II. CONCEPTUAL FRAMEWORK

The conceptual framework for this study is illustrated as shown on figure 1 below.

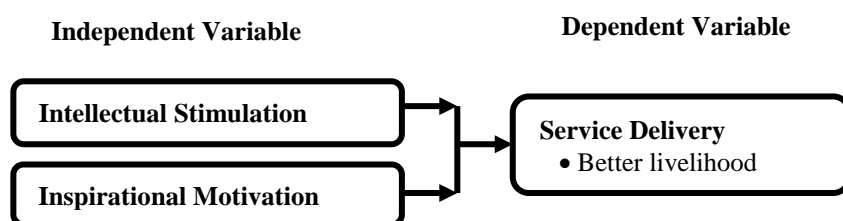


Figure I.

III. THEORITICAL REVIEW

This study was anchored on the full range leadership theory.

A. Full range leadership Theory

[12] developed the Full Range Leadership Theory (FRLT) which is a contemporary model. FRLT is a multidimensional construct comprising of transformational leadership factors, transactional leadership and laissez-faire leadership or absence of leadership [13]. FRLT has been considered more successful in determining effective leadership because it has been widely accepted in literature, is supported by empirical research and is integrative.

Transformational leadership theory

The transformational leadership theory was developed by [14] and later enhanced by Bass (1985, 1998) and others [12]. The major premise of this theory is the leader's ability to motivate the follower to accomplish more than what the follower planned to accomplish [15]. [14] postulated that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values of the organization. According to Burns, transformational leadership is "A relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents."

Transactional leadership theory

Transactional leadership is based on the traditional, bureaucratic authority and legitimacy where followers receive certain valued outcomes when they act according to the leader's wishes. [14] who first conducted the study of transactional leadership indicated that transactional leaders are those who sought to motivate followers by attracting or appealing to their self-interests. In Bass's (1985) conceptualization, transactional leadership results in followers meeting expectations, upon which their end of the bargain is fulfilled and they are rewarded accordingly.

Laissez-faire leadership theory

Under laissez-faire leadership, the leader is inactive, rather than reactive or proactive. In a sense, this extremely passive type of leadership indicates the absence of leadership [16]. Laissez-faire style is marked by a general failure to take responsibility for managing. Laissez-faire leaders avoid involvement into making decisions, abdicate responsibility and avoid using their authority. [17] pointed out that there might be two types of laissez-faire leaders: those who show no leadership by avoiding it and those who do not lead because leadership is not necessary. Those who avoid leadership actually may be shirking responsibilities by burying themselves in paperwork, avoiding subordinates, setting no goals and letting things drift.

IV. EMPIRICAL REVIEW

A. Intellectual Stimulation

Intellectual stimulation is a characteristic of transformational leaders who develop competence in followers, stimulate creative thinking to generate innovative ideas, and teach how to think about a variety of things with a new alternative. Through intellectual stimulation, followers are challenged to find new ways in doing their job. The followers are challenged with the question, whether they are in line with the goals of the organization in general. Intellectual stimulation will increase the ability of subordinates to understand and solve the problems, through provoking and imaginative exercise, including changes in values and beliefs [18]. [19] conducted a study on perception of intellectual stimulation, creative innovation among Educational project managers in Pakistan working in tertiary level colleges that was qualitative in nature. This study was conducted in two public sector tertiary colleges of Lahore. [20] examining Intellectual stimulation and approaches to projects in USA, found out that intellectual stimulation works to encourage thoughtful problem solving through careful contemplation and, as a component of transformational leadership, it helps foster intrinsic motivation. A recent study conducted by [21] on effects of transformational leadership style on educational project Implementation in Niger delta stated that intellectual stimulation provokes followers to think about new methods and means in an innovative way by getting themselves involved in the process of decision-making as well as problem solving that impacts on their social, economic, environmental and political wellbeing.

B. Inspirational Motivation

Inspirational motivation refers to the ability of the leader to motivate the whole organization. Transformational leaders make the followers see an appealing future and offer them opportunities to see meaning in their work. They therefore challenge them with high standards. Such leaders also encourage the followers to be part of organizational culture and environment. Transformational leader possesses the ability to use emotions to motivate their subordinates. This ability could inspire team members towards good mood, and indirectly affect members' satisfaction with their leaders. While positive moods (optimism) usually evoke higher reported job satisfaction or signal a state of satisfaction it is proposed that transformational leaders' inspirational motivation behaviors will positively influence team members' satisfaction with their leaders. The result showed that there was a link between project managers who display inspirational approach and their ability to quickly identify and solve problems with his team. The inspirational element, particularly, means that transformational leadership has often been described as behavior that achieves 'performance beyond expectations adds [22].

C. Service Delivery

Service is defined as a product or activity that meets the needs of a user or can be applied by a user. To be effective, services should possess these attributes like: available and timely at time and space scales that the user needs; Dependable and reliable in that they need to be delivered on time to the required user specification; Usable meaning that they need to be presented in user specific formats so that the clients can fully understand; Useful meaning that they need to respond appropriately to user needs; Credible for the user to confidently apply to decision-making and responsive and flexible to the evolving user needs. [23] listed five determinants of service quality by order of importance to include reliability, responsiveness (willingness to help customers and prompt service assurance), and the ability to convey trust, empathy and individualized attention to customers. Other service quality measurement tools studies have found that well managed service companies have the following practices: strategic concept and top management support, high standards of service delivery, service monitoring systems, satisfying customer complaints and emphasis on employee satisfaction. According to [24] service delivery is an essential function found in the relationship a government and its citizen. The performance of any given government is measured through the service delivery to its citizen [25]. Service delivery is a continuous, cyclic process for developing and delivering user focused services. Quality service delivery involves a comparison of expectations with performance. Service quality is a measure of how well a delivered service matches the customer's expectations. The main reason to focus on quality is to meet customer needs while remaining economically competitive at the same time. This means satisfying customer needs is very important for the enterprises survival and it requires understanding and improving of operational processes, identifying problems quickly and systematically, establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes.

V. RESEARCH METHODOLOGY

A descriptive research was adopted. This research design enabled the researcher to obtain the correct information on the influence of governance in service delivery in the ODPP in coastal region. [26] who explains that a descriptive design is described as a method of collecting information by interviewing or administering a questionnaire to a sample of individuals and is appropriate as it answers research questions who, what, where, when and how is the problem. This study focused on the Office of Director of Public Prosecutions in coastal region, Kenya. The study targeted all the staff in the four departments namely; Offences against the Person, Economic, International & Emerging Crimes, County Affairs & Regulatory Prosecutions and Central Facilitation Services (ODPP Website) in the offices located in Mombasa, Kilifi, Kwale, Taita Taveta, Tana River, and Lamu counties. Therefore, the total population was 156 staffs working in ODPP in the aforementioned counties since they are well conversant with the subject matter of the study. Yamane (1967) formula was used to calculate the sample size of the study [27]. Therefore, the sample size was 112 employees of the ODPP in the Coastal region who were selected using stratified random sampling.

The regression took the following form:

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \beta_4 \chi_4 + \epsilon$$

Where: Y = Service delivery

χ_1 = Intellectual Stimulation

χ_4 = Inspirational Motivation

A. Descriptive statistics of Study Variables

i). Service Delivery in the ODPP Coastal region

The major objective of the study was to examine the influence of Governance on service delivery in the ODPP in Coastal region. The findings of the study showed no evidence that the institution has adequate sources of income as shown by a mean 2.773. However, services accessibility has improved for the clients as shown by a mean of 3.750. This also concurs with [28] that governance has used service accessibility as a measure of service delivery. [23] listed five determinants of service quality by order of importance to include reliability, responsiveness (willingness to help customers and prompt service assurance), and the ability to convey trust, empathy and individualized attention to customers. The respondents were also not satisfied with timing of administered to all clients as proved by a mean of 3.016. Further, the clients waited for long before accessing services at the institution as proved by a mean of 3.008. Respondents also believed that fair and just prosecution services were not given to all clients as shown by a mean of 3.347. This is also contrary to [29] who conducted a study on decentralization and the local public service performance in Indonesia where the study used citizen satisfaction on public service performance to measure the service delivery.

On the positive, the study showed that the Institution has established proper mechanism of governance to ensure there is efficiency and effectiveness in utilization of resources as shown by a 3.645. There are also enough policies that ensure proper functions of the Institution on service delivery to the public supported by a mean of 3.742. The institution also has provided channels for communication with the general public on service delivery as supported by a mean of 3.812. The study further proved that the institution has transparency on how services are delivered to the public (mean = 3.512). Concerning the livelihood of the employees, the study did not show how the institution improves that (mean = 3.213). Further, there was no evidence of a good infrastructure to enable provision of better services to the public (mean = 3.444)

In general, the study did not provide significant statistical evidence to show how governance has influenced service delivery. [24] opine that service delivery is an essential function found in the relationship a government and its citizen. The performance of any given government is measured through the service delivery to its citizen [25].

ii). Intellectual Stimulation

The study sought to find out the influence of Intellectual Stimulation on Service Delivery. The findings would be useful in explaining how intellectual stimulation affects service delivery at the ODPP coastal region. The findings do not suggest any significant statistical evidence (mean = 3.25, Stdev = 1.251) that the management at ODPP Coastal region created an environment where people willingly engage their passion, creativity, imagination and unique motivations to generate good results. However the organization is full of employees who depict creativity in what they do as indicated by mean 3.75 and standard deviation of 1.306. This finding concurs with the finding of [21] that intellectual stimulation provokes followers to think about new methods and means in an innovative way by getting them involved in the process of decision-making as well as problem solving that impacts on their social, economic, environmental and political wellbeing. There was evidence of top management suggesting new ways of looking at how to achieve the corporate and department objectives/goals as supported by a mean of 3.61. The findings also show that the top management seeks opinion of employees when looking for solutions to situations as evident by mean of 3.59. There was also encouragement for innovation and creativity among various employees as shown by the mean of 3.55. This is also in line with the suggestion made by [30] that the impact of transformational leadership on intrinsic motivation leads to positive project outcomes including task performance, organizational citizenship behaviors. However, there was no clear evidence to show that the management supports employees in coming up with new ways of doing their jobs as shown by mean of 3.38. This is contrary to [31] who opines that leaders question the assumptions and beliefs of the organization and encourage followers to be innovative and creative, thus approaching old problems in new ways.

The study didn't provide significant that the organization has employees with technical right capacity in the various departments to handle the work they do as shown by the mean of 3.10. Further the study didn't provide clear statistical evidence on the presence highly qualified and experience employees to do handle the various tasks as shown by the mean of 3.08. The study also showed that employees are involved in trainings to gain new and more skills to enable them provide better services to the public as supported by mean of 3.57. Finally, the organization has good infrastructure that enable it to provide better services to the public as shown by a mean of 3.51. Generally, that study did not provide clear statistical evidence to support the influence of Intellectual Stimulation on Service Delivery at the ODPP Coastal region.

[18] opine that, through intellectual stimulation, followers are challenged to find new ways in doing their job. Intellectual stimulation will increase the ability of subordinates to understand and solve the problems, through provoking and imaginative exercise, including changes in values and beliefs.

iii). **Inspirational Motivation**

To determine the influence of Inspirational Motivation on service delivery the study did not suggest any evidence that the institution cares about personal life of its employees hence encourages work-life balance as shown by 3.34. Good governance is determined by transformational and accountable leadership that is responsive to the needs and the aspirations of its citizens. Research suggests that civil servants often pursue their narrow self-interests (rent seeking) which are not aligned with social interests [9]. The study also suggested that job rotations and cross functional relations are encouraged, thus creating connection as shown by a mean of 3.82. Agents involved in pro-social tasks might value non-monetary incentives if they are motivated by externalities generated by these tasks. The study showed that not only are top management are supportive in development of the strengths of employees but also are available for coaching and mentoring as supported by means of 3.60 and 3.57 respectively. Further, the top management focuses on individuals and supports employees according to their needs this is evidently by a mean of 3.77. According to [7] capacity building through training of frontline service providers, providing incentives for better performance and accountability may be critical for improved governance and delivery of public services. However, the study did not suggest that leaders update others on how the actual performance tracking is against plan and targets as evidently from a mean of 3.35.

Respondents also believed that communicating the institution purpose envisions employees as shown by a mean 3.78. Leaders in the institution also encourage employees to become part of the overall organizational culture as indicated by a mean of 3.68. Ttransformational leaders make the followers see an appealing future and offer them opportunities to see meaning in their work. They therefore challenge them with high standards. Such leaders also encourage the followers to be part of organizational culture and environment.

The management communicate high expectations that employees want to achieve as shown by a mean of a 3.76. [30] opine that transformational leader possesses the ability to use emotions to motivate their subordinates. Finally, the study did not show any statistical evidence that the management provides challenges that motivate employees to perform in their work as shown by a mean of 3.46. This also contrary to the opinion of scholars that, in inspiration motivation leaders motivate the whole organization and also challenge followers with high standards. In general, the study provided slightly significant evidence that Inspirational Motivation influences Service Delivery at the ODPP Coastal region as shown by the general average of 3.61.

B. Inferential Statistics

Inferential statistics were used to assess the association between dependent and independent variables. Inferential statistics computed in this study was correlation analysis and regression analysis.

i). **Correlation Analysis**

The findings in Table I below show that Intellectual Stimulation and Service Delivery had a strong positive and significant relationship ($r=0.811$, $p=0.017$). Since the p-value was less than the selected level of significance, the relationship was considered to be significant. Inspirational Motivation is seen to have strong positive and significant relationship with Service Delivery ($r=0.566$, $p=0.004$). The p-value was less than the selected level of significance (0.05) this suggesting the relationship was significant.

TABLE I: CORRELATION ANALYSIS

		Intellectual Stimulation	Inspirational Motivation
Service Delivery	Pearson Correlation	.811*	.566**
	Sig. (2-Tailed)	.017	.004
	N	92	92

** . Correlation Is Significant At The 0.01 Level (2-Tailed).

* . Correlation Is Significant At The 0.05 Level (2-Tailed).

ii). Analysis of Variance

ANOVA was done to establish the significance and fitness of the model. The assumption of ANOVA is that the p-value has to be less than the accepted threshold of 0.05 for the study to be significant and fit in estimating the implementation of the project. Table II below shows the results.

TABLE II: ANALYSIS OF VARIANCE (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.330	4	10.083	8.640	.000 ^b
1 Residual	101.578	87	1.167		
Total	141.908	91			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Resource Allocation, Separation of Powers, Intellectual Stimulation, Inspirational Motivation

The results in Table II indicate that the model was significant since the p-value (0.000) was less than 0.05 thus the model is statistical significance in establishing the effects of Separation of Powers, Inspirational Motivation, Intellectual Stimulation, and Resource Allocation on Service Delivery at the ODPP coastal region. Thus, the independent variables were regressed against the dependent variable.

iii). Regression Analysis

Regression analysis was done to identify the value of the dependent variable when the independent variables changes. The Beta coefficients are significant if the p-value is less than the threshold of 0.05.

TABLE III: COEFFICIENTS OF REGRESSION

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.362	0.135		10.089	0.000
1 Intellectual Stimulation (IS)	0.111	0.017	0.101	6.529	0.007
Inspirational Motivation (IM)	0.773	0.173	0.69	4.468	0.017

a. Dependent Variable: Service Delivery (SD)

$$SD = 1.362 + 0.111IS + 0.733IM + \epsilon \dots\dots\dots (ii)$$

The model equation above reveals that holding the variables Resource Allocation, Inspirational Motivation, Intellectual Stimulation, and Separation of Powers in the ODPP Coastal region will be at a constant value of 1.362.

VI. CONCLUSION

The study sought to examine how governance influenced service delivery in the ODPP Coastal region. The overarching objective of public provision of free or subsidized services in low income countries is to deliver social protection to the poor and vulnerable and to alleviate poverty. The quality of governance, thus, has direct implications for economic growth. The first research objective was to determine the influence of Intellectual Stimulation on Service Delivery in the ODPP Coastal region. The study found that a significant influence between Intellectual Stimulation and Service Delivery. The study also found a positive, very strong correlation between the two variables. Based on these findings, the study concludes that there is significant influence of Intellectual Stimulation as factor of governance on the Service delivery at the office of DPP Coastal region. The other research objective was to determine the influence of Inspirational Motivation on Service Delivery in the ODPP Coastal region. The study established that a unit increase in Inspirational Motivation increased Service Delivery. The study further established a significant correlation between Inspirational Motivation and Service Delivery. The study also found that the relationship was positive and slightly strong. Based on the study findings, the study concludes that there is significant influence of Inspirational Motivation on Service Delivery in the ODPP Coastal region.

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