

# EFFECT OF INTER PERSONAL TRAITS ON SERVICE DELIVERY BY DEVOLVED GOVERNMENT UNITS IN KENYA

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## ABSTRACT

Public sector leadership in the 21st Century is challenging and change-oriented. Rapidly evolving global conditions and shifting political and economic influences are changing our ideas of “what” government should govern. Many senior HR leaders are also cognisant of this fact and have structured and restructured delivery of their services to meet the challenges of changing national and international business conditions. Interpersonal skills are an important art in Persuading or influencing others to convince others to share one’s perspective or way of thinking. Senior managers should therefore have superior interpersonal skills and political savvy, and ability to influence without power. Leaders must demonstrate leadership knowledge in order to successfully perform their roles by having attributes/ personality traits, which may range from soft skills such as collaboration and resilience to more strategic skills and abilities such as forecasting and seeing the big picture. Transformational stewardship is a relatively new concept in public service management change that argues that as transformational stewards public leaders must pursue organisational transformation, while serving as stewards of their organisation and core public administration values. Transformational stewards need to have interpersonal traits that include: valuing diversity, mentorship and communication in order to deliver quality services to the public. There have been many efforts employed by the Kenyan Government towards improving public service delivery. This study sought to find out how interpersonal traits can enhance service delivery. The study adopted both descriptive and correlation survey design. The population

of the study comprised of Chief Officers, Directors, Deputy Directors and County Assembly Heads in central Kenya Counties specifically Kiambu, Kirinyaga, Murang'a, Nyandarua and Nyeri. The study used stratified random sampling technique to select the respondents. A structured questionnaire was used as a data collection instrument in the study. Descriptive tests of means and ANOVA were used as the most appropriate statistical techniques to analyze the effect of the variable to service delivery. The results of this study found that most counties have mechanisms for enhancing innovation in order to sharpen staff skills. They however stated that more should be done to encourage diversity, effective communication and recognition of staff when they make outstanding contribution to their counties. The study established that inter personal traits ultimately affected the service delivery of the leaders and that they should employ mentorship, effective communication and value diversity in order to become better custodians of public resources. The study recommends further research on other inter personal traits e.g coaching, team building, motivation among others that could affect service delivery.

**Key words:** interpersonal trait, Transformational stewardship, Mentorship, Communication Service Delivery

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## **INTRODUCTION**

Public expectation in the public sector performance in delivering services consistent with citizen preferences has been considered weak in developing countries. Globalization, localization, and information revolution are now empowering citizens to demand more accountability from their Governments. The World Bank acknowledges that in order to alleviate poverty and achieve Millennium Development Goals, a well-functioning public sector, delivering quality public services consistent with citizen preferences must be in place (Shar, 2005). Many senior HR leaders are also cognisant of this fact and have structured and restructured delivery of their services to meet the challenges of changing national and international business conditions (Taylor and Woodhams, 2012)

As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare (Makanyeza, 2013). In order

to do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 1980).

Many developing countries, however, continue to suffer from unsatisfactory and often dysfunctional governance systems, inappropriate allocation of resources, inefficient revenue systems, and weak delivery of vital public services. Such poor governance leads to unwelcome outcomes for access to public services by the poor and other disadvantaged members of the society such as women, children, and minorities (Shah, 2005).

In Kenya, the government introduced Huduma Centres in November 2013, where citizens could obtain their passports, land title deeds, identity cards, Kenya Revenue Authority personal identification numbers and driving licences without having to travel to Nairobi. Among other changes that were

introduced in the public service included; introduction of one stop Huduma Service Centres to provide customer services to citizens from a single location, online e-Huduma web portal to provide integrated services offered by various government ministries, departments and agencies and a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services (Amir et al, 2015).

With the enactment of the New Constitution in 2010, devolved government units were created with a main view of bringing services closer to the people. Performance of decentralized services by County Governments may be measured by indicators of allocative efficiency, accountability and reduction of corruption, and equity in service delivery (Muriu, 2012).

## **RELATED LITERATURE**

### **THEORETICAL FRAMEWORK**

#### **A) TRANSFORMATIONAL STEWARDSHIP: PUBLIC SECTOR CHANGE MODEL**

The concept of transformational stewardship is a model proposed for the public sector leader and manager that fully embraces the necessities of change that define contemporary public leadership (Kee et al, 2006). This concept envisions an active public leader, facilitating change through building organizational capacity, developing partnerships, and thoroughly analyzing the risks of change, in order to maximize potential gains while minimizing—to the extent possible—potential losses associated with change.

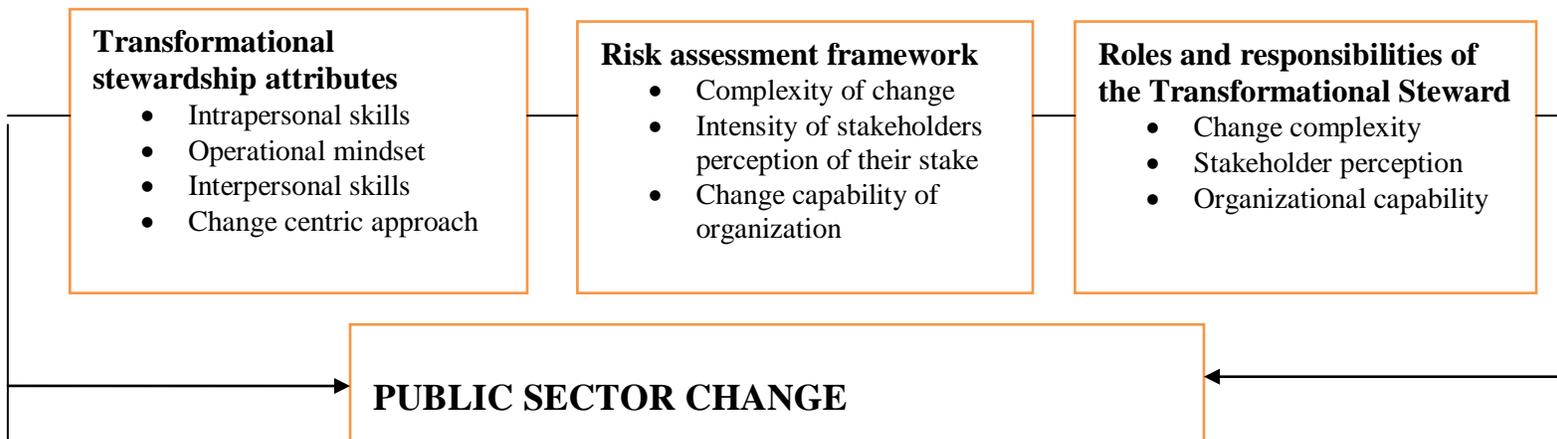
This theory proposes that for public service leaders to be effective change agents then many of traditional

assumptions about the nature of public service must be reconsidered and reconciled. This reconciliation must occur at several levels – from the conceptualization and rationale behind the public leader’s place in government, to the roles, practices and skills that characterize transformational stewards and their organizations. This perspective of public leadership is presented in three important aspects of transformational stewardship; first by exploring the concept of transformational stewardship as a new way to define public leadership, secondly by presenting a specific tool to enable public leaders to manage the risk of change better and finally consider specific roles and responsibilities of transformational stewards in relation to the different aspects of a particular change (Kee et al 2006).

Transformational stewardship is a relatively new concept in public service management. Kee et al (2006) in their work on leading public sector change argued that as transformational stewards public leaders must pursue organisational transformation, while serving as stewards of their organisation and core public administration values. Transformational stewardship is therefore a dynamic equilibrium reflecting dedication to service and strategy, and agility and accountability. Attributes of transformational stewardship are proposed as being vital in the leadership function that guides leaders’ actions.

The attributes of transformational stewardship are those that reflect leaders’ personal outlook or beliefs (their inner-personal beliefs or traits), how they approach a situation (their operational mindset), how they involve others in the function (their inter-personal actions/interactions with others), and their commitment to change and innovation (their change-

centric approach). Figure 1 illustrates their inter relationships.



**Figure 1: Transformational Stewardship: Public sector change model**

**Source: Kee et al (2006)**

Another outstanding contribution to the field of transformational stewardship is by Kurt et al (2013) in their book *Steward Leadership: A maturational perspective*. They observed that steward leadership empowers managers to become leaders who serve something greater than themselves, take courageous stands for the common good, mentor and coach others, as well as delivering results with others. They borrow heavily from the trait theory by identifying key behaviours that form the framework for steward leadership. They identified nine dimensions viz; personal mastery, personal vision, mentoring, valuing diversity, shared vision, risk taking and experimentation, vulnerability and maturity, raising awareness and delivering results. They propose that organisations that want to develop steward leaders need to shift their approach to development and place higher priority on providing immersive, experiential learning that has an impact on leaders at an emotional level and motivates and inspires them to embed sustainability in the business.

This study adopted the Transformational stewardship model by Kee et al (2006) and the steward leadership model by Kurt et al (2013). These two models shed light on the key attributes that leaders should have in order to become transformational stewards in public sector leadership. This study sought to explore whether these attributes affect service delivery in the public sector focussing on the Devolved Government units in Kenya.

## **B) TRAIT LEADERSHIP THEORY**

The trait approach is one of the most extensively researched approaches, its strength lies in its emphasis on the role of the leader in leadership (as opposed to focusing on followers or contextual situations). The trait approach assumes that certain physical, social, and personal characteristics are inherent in leaders (Allen, 1998). Attributes of great leaders were examined by early theorists and explained leadership by the internal qualities with

which a person is born (Bernard, 1926). Personality, physical, and mental characteristics were examined. This research was based on the idea that leaders were born, not made, and the key to success was simply in identifying those people who were born to be great leaders (Homer and Melissa, 1997).

Most of early empirical work on the trait approach focussed on systematic investigation of the differences between leaders and followers. This argument was based on the assumption that individuals in higher-level positions would possess more leadership traits than those in lower-level positions. Researchers discovered that only a few traits appeared to distinguish between leaders and followers, with leaders tending to be slightly higher on traits e.g height, intelligence, extraversion, adjustment, dominance and self-confidence as compared with non-leaders. They also assumed that no matter the situation, there was a set of characteristics that made a leader successful (Fleenor, 2011).

Trait researchers have developed lists of characteristics that they believed were related to successful leadership. Some of the traits were based on aspects of behaviours and skills, temperament and intellectual ability, characteristics like self-confidence, intelligence, ambition, perseverance, assertiveness, emotional stability, creativity and motivation. These lists however, were not exhaustive and omitted some important leadership attributes. Most recent research on trait leadership adopt a contingency approach to leadership which posits that leaders who possess certain traits are more effective in some situations than in others. They have attempted to correct some methodological shortcomings of earlier research on leadership traits by developing conceptual models linking leadership attributes to organisational performance. Rather than simply studying what combinations of traits would be successful in a particular situation, researchers are now linking clusters of personality traits to success in different situations (Fleenor, 2011).

## CONCEPTUAL FRAMEWORK

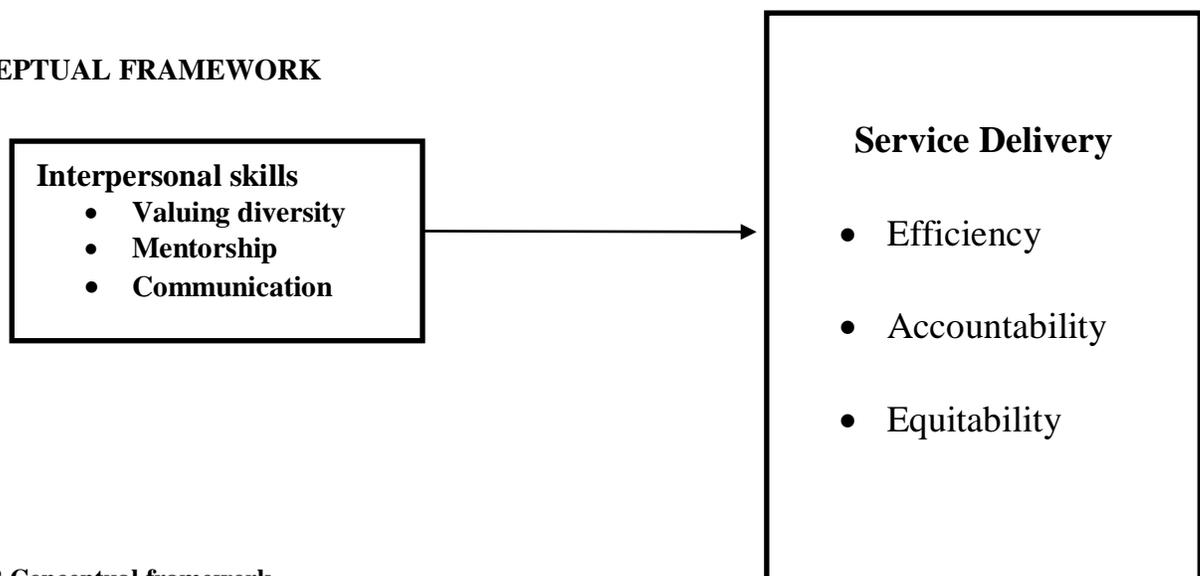


Figure 2 Conceptual framework

## INTERPERSONAL SKILLS

Interpersonal skills have been referred to as the skills, ability and/or intricacies involved in successfully maintaining or managing a relationship (interacting) with other people. These skills fall into three broad categories; technical (knowledge and ability in subject matter), human (ability to work effectively with people to build team work), conceptual (ability to understand and utilize models, frameworks and broad relationships e.g formulating long range plans). Technical and conceptual skills can be taught and acquired through training or on job experience while interpersonal skills are more difficult to acquire through organized methods (NAERIS, 2000).

This attribute is derived from ‘situational’ approach theory of leadership which characterizes the leader’s role along a supportive and directive matrix based on the development level of the followers (Hersey and Blanchard, 1993). Leaders’ delegate, support, coach, or direct, depending upon the capacity of the followers—specifically as to the job (competence) and psychological maturity (commitment) of the followers. Transformational stewards aim at empowering and engendering trust in employees throughout the organization. They therefore value diversity of their followers, are mentors to them and practice effective communication to achieve this goal.

- (a) Valuing diversity: In an increasingly diverse, multi-cultural society, stewards must purposefully seek out, work with and value different inputs and people. Steward leadership is a more democratic form of leadership, which inherently assumes equality and dignity among people while

still demanding excellence and helping and coaching those who are not yet excellent in what they do or in who they are. Transformational leaders strive to build trust of their followers by creating harmony in a diverse sometimes opposing organizational setup. Mitchell and Scott (1987) posit that stewardship is based on the notion that administrators must display the virtue of trust and honorableness in order to be legitimate leaders. According to Kowalski et al (2008), you must build a capacity for trust within your everyday interactions in order to value diversity. This involves understanding the impact of culture and diversity on communications, assumptions that one makes about a person’s character, and learning. It is important to ensure that everyone in the organization is valued and can make contributions.

Although diversity in Kenya is most expressed through ethnicity, the experts broaden the definition of human variance to include nationality, race, cultural differences, age, social status, levels of education, gender, religion and personal morality. Mr. Robert Mugira, a director at the Institute of Human Resource Management – Kenya, observes that managers should increase their sensitivity on diversity to tame it in the workplace. To achieve this, supervisors should listen and understand workers’ different cultures (Ithula, 2010).

- (b) Mentorship: This is about paying attention and responding to the needs of others. It also

seeks to establish a values base in others. The goal of mentoring is to nurture protégés to develop and commit to a set of values that serve the greater good. A structured and well-implemented mentoring scheme is vital to a sustainable and vibrant organization. According to Bass and Avolio (1994), transformational leaders display behaviors associated with transformative styles. Intellectual stimulation (stimulating others) is one of them and the leader behavior associated with this style is; re-examining critical assumptions to question whether they are appropriate, seeking different perspectives when solving problems, getting others to look at problems from many different angles, suggesting new ways of looking at how to complete assignments and encouraging rethinking of ideas which have never been questioned before.

Another transformational style is individualized coaching and development whereby the leader can; spend time teaching and coaching, treat others as individuals rather than members of a group, considering individuals as having different needs, abilities and aspirations from others, helping others to develop their strengths, listening attentively to others' concerns and promoting self development (Bass and Avolio, 1994).

- (c) Communication: Kee et al (2006) note that effective communication and collaboration with internal and external stakeholders are critical to successful organizational change.

This includes their involvement in strategic planning of the change, instituting routine processes and procedures that promote two-way communication between all stakeholders and senior management, and instituting processes to measure stakeholders' perceptions of existing communication and collaboration systems.

The transformational steward must break down structural barriers to authentic communication and collaboration, and attempt to encourage perceptions among all stakeholders that their ideas will be heard and taken seriously, and that their involvement is vital to the change effort. Processes and procedures might include advisory committees, membership on change teams, town hall type meetings, and even suggestion boxes that are acknowledged and responded to (Kee et al, 2006).

According to Duncan (2009), communication is critical in the workplace, particularly for management. When dealing with diversity and leadership, communication can prevent conflict from occurring by clearly conveying your views and vision to the staff. It can also aid in workplace morale and improve job satisfaction for everyone

## **METHODOLOGY**

The study adapted the descriptive and Correlation survey design. Bryman and Bell (2007) observe that a descriptive survey research design is used when data are collected to describe persons, organizations, settings, or phenomena. The descriptive survey

carried out by the researcher generated both qualitative and quantitative data. According to Mugenda & Mugenda (2008) qualitative research permits research to go beyond statistical results usually reported in quantitative research thus best used to explain human behavior. Quantitative research was used because it relies on confirming, proving or substantiating using measurements of the variables

The study was carried out in County Governments in Kenya. The target population was five Counties out of the 47 Counties. The Counties are the five which formerly comprised Central Province, namely Nyeri, Kirinyaga, Murang'a, Nyandarua and Kiambu. These Counties were selected because they are densely populated, and they offer a unique balance between

rural and urban populations, thus the findings from the study of these Counties may be extrapolated to other Counties in Kenya, as the varied rural and urban characteristics of the five Counties are relatable to other parts of the country

The population in the study area was stratified into various categories to enable the gathering of data. The categories of officers to be involved in the study included; the Chief Officers, Directors and Deputy Directors and members of the County assembly of the five County Governments. A simple random sampling procedure where every respondent, or object or subject has chance of representation was used in each stratum within this study. Mugenda and Mugenda (2008) recommend that 25% of the population may be used to identify the sample size.

**Table 1 Sample Size of the County officer categories who participated in the study**

Category	Counties					Total	25% sample size
	Kiambu	Kirinyaga	Murang'a	Nyandarua	Nyeri		
Chief officers	10	9	10	9	10	48	14
Directors	11	11	11	11	11	55	17
Deputy Directors	42	42	42	42	42	210	63
County Assembly Heads	10	10	10	10	10	50	15
<b>TOTAL</b>						363	90

\* Adjusted in accordance with stratified random sampling

**RESEARCH FINDINGS**

**DESCRIPTIVE STATISTICS ON INTER PERSONAL TRAITS**

The first statement on inter personal traits sought to find out whether their respective Counties used experienced and knowledgeable mentors for its employees. Majority of the respondents agreed with the statement, to a moderate extent (36.8%), to a large extent (25.0%), to a very large extent (7.4%), and to a small extent (23.5%). A few of the respondents disagreed with the statement (7.4%). The findings indicate that most of the Counties used experienced and knowledgeable mentors for their employees.

The next statement was on whether their Counties have enhanced a communicating culture within the various departments. All the respondents answered in the affirmative with majority saying that they have an enhanced communicating culture within the various departments, to a large extent (36.8%), to a moderate extent (30.9%), to a very large extent (2.9%) and to a small extent (29.4%).

As to whether there was acquisition of new technology in their County to sharpen staff member skills, majority of the respondents agreed with the statement, to a moderate extent (41.2%), to a large extent (20.6%), to a very large extent (11.8%) and to a small extent (25.0%). Few respondents disagreed with the statement (1.5%).

The respondents were then asked whether their Counties value diversity at the workplace, in which they all responded in the affirmative with moderate extent (44.1%), large extent (26.5%), to a very large extent (4.4%) and to a small extent (25.0%). The results indicate that County Governments are valuing diversity at the workplace.

All the respondents agreed with the statement that leaders got others to feel a sense of ownership for the projects they work on, to a moderate extent (38.2%), to a large extent (27.9%), to a very large extent (7.4%) and to a small extent (26.5%). The findings indicate that leaders inspired their employees to have a sense of ownership for the projects that they worked on to a moderate extent. The table below shows the distribution of the responses (Table 2).

**Table 2 Interpersonal traits**

	NAA	SE	ME	LE	VLE	Subtotal			Std
	%	%	%	%	%	Mean	Median	Mode	Dev.
My County uses experienced and knowledgeable mentors for its employees	7.4	23.5	36.8	25.0	7.4	3	3	3	1
My County has enhanced a communicating culture within the various departments	.0	29.4	30.9	36.8	2.9	3	3	4	1

There is acquisition of new technology in my County to sharpen staff members skills	1.5	25.0	41.2	20.6	11.8	3	3	3	1
My County values diversity at the workplace	.0	25.0	44.1	26.5	4.4	3	3	3	1
My County has mechanisms for enhancing capacity that enhances innovation	4.4	26.5	30.9	33.8	4.4	3	3	4	1
My leader shows sensitivity for the needs and feelings of the other members in the organization?	4.4	17.6	29.4	41.2	7.4	3	3	4	1
My leader influences others by developing mutual liking and respect	4.4	17.6	38.2	30.9	8.8	3	3	3	1
leaders in my County often expresses personal concern for the needs and feelings of other members in the organization?	2.9	19.1	42.6	32.4	2.9	3	3	3	1
Leaders get others to feel a sense of ownership for the projects they work on?	.0	26.5	38.2	27.9	7.4	3	3	3	1
My leaders make it a point to tell the rest of the organization about the good work done by his/her group?	2.9	16.2	39.7	27.9	13.2	3	3	3	1
<b>Average</b>	<b>2.8</b>	<b>22.6</b>	<b>37.2</b>	<b>30.3</b>	<b>7.1</b>				

\* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all -NAA)

## DISCUSSION AND ANALYSIS

The findings showed that most of the respondents agreed with the statements on inter personal traits to a moderate extent (37.2%), to a large extent (30.3%), and to a small extent (22.6%). Few of the respondents (2.8%) disagreed with the statements. The findings indicated that leaders in County Governments use experienced and knowledgeable mentors for its employees to a moderate extent, there is an enhanced communicating culture within the various departments in addition to acquisition of new technology in my County to sharpen members skills,

diversity is valued, and members 'feel' a sense of ownership for the projects they work on. These findings are in agreement with the findings of Mitchell and Scott (1987) who proposed that leaders must display the virtue of trust and honorableness in order to be legitimate leaders. Kowalski et al (2008) posit that leaders must build a capacity for trust by understanding the impact of culture and diversity on communications, assumptions that one makes about a person's character, and learning. Communication is also a very important component for an effective leader it can prevent conflict from occurring by

clearly conveying views and vision to the staff (Duncan, 2009).

## **DESCRIPTIVE STATISTICS ON SERVICE DELIVERY**

Respondents were whether there is a trustworthy complaint management system that is accessible to County customers. Majority of the respondents answered that there was to a small extent (38.2%), to a moderate extent (27.9%), to a large extent (19.1%) and 5.9% to a very large extent. Few respondents (8.8%) disagreed with the statement.

The respondents were then asked whether the introduction of Huduma centers has improved accessibility of services in the Counties. The respondents felt that they have to a large extent (35.3%), to a very large extent (27.9%), to a small extent (19.1%) and to a moderate extent (11.8%). A small percentage of the respondents (5.9%) disagreed with the statement.

As to whether County customers were accessing services equitably, 36.8% thought they did to a moderate extent, to a large extent (35.3%), to a small extent (23.5%) while to a very large extent (1.5%). 2.9% of the respondents stated that customers weren't accessing services equitably.

Majority of the respondents stated that there is an accessible taxation and licensing system in the

Counties to a large extent (41.2%), to a moderate extent (30.9%), to a very large extent (14.7%) while to a small extent (8.8%). Only 4.4% of the respondents disagreed with the statement.

Asked whether the introduction of new technologies (IFMIS, e-procurement) has improved service delivery, majority thought it has to a moderate extent (33.8%), to a large extent (29.4%), to a small extent (16.2%) and to a very large extent (4.4%). 16.2% of the respondents disagreed with the statement which was a significant percentage.

The next statement sought to find out whether funds allocated to Counties are used for the purpose they are intended. Majority of the respondents thought they did to a large extent (39.7%), to a small extent (26.5%), to a moderate extent (16.2%) and to a very small extent (11.8%). 5.9% of the respondents disagreed with the statement.

The last statement in this section sought to find out whether there is adequate staffing and equipment at the County health facilities. Majority of the respondents agreed that there was to a moderate extent (36.8%), to a small extent (29.4%), to a large extent (16.2%) and to a very large extent (7.4%). 10.3% disagreed with the statement. Table 3 shows the results.

**Table 3 Service delivery**

	NAA	SE	ME	LE	VLE	Subtotal			
	%	%	%	%	%	Mean	Median	Mode	Std Dev.
There is a reliable disaster management system in the County	8.8	30.9	32.4	19.1	8.8	3	3	3	1
There is a trustworthy complaint management system that is accessible to County customers	8.8	38.2	27.9	19.1	5.9	3	3	2	1
The introduction of huduma centers has improved accessibility of services in the Counties	5.9	19.1	11.8	35.3	27.9	4	4	4	1
Building plans and land use application is very efficient	7.4	30.9	39.7	17.6	4.4	3	3	3	1
Our County customers are accessing services equitably	2.9	23.5	36.8	35.3	1.5	3	3	3	1
There is an accessible taxation and licencing system in the County	4.4	8.8	30.9	41.2	14.7	4	4	4	1
Introduction of new technology(IFMIS, e-procurement) in my County has improved service delivery	16.2	16.2	33.8	29.4	4.4	3	3	3	1
Funds allocated to Counties are used for the purpose they are intended	5.9	26.5	16.2	39.7	11.8	3	4	4	1
There is adequate staffing and equipment at the County health facilities	10.3	29.4	36.8	16.2	7.4	3	3	3	1
<b>Average</b>	<b>7.8</b>	<b>24.8</b>	<b>29.6</b>	<b>28.1</b>	<b>9.6</b>				

\* Very large extent-VLE, Large Extent-LE, Moderate Extent-ME Small Extent -SE, Not at all -NAA)

## DISCUSSION AND ANALYSIS

In response to the statements on service delivery, most of the respondents were in agreement (29.6%) to a moderate extent, (28.1%) to a large extent,) to a small extent (24.8% and to a very large extent (9.6%) and 7.8% disagreed with the statements that; there is a reliable disaster management system in the County, There is a trustworthy complaint management system that is accessible to County customers, The introduction of huduma centers has improved accessibility of services in the Counties to a moderate

extent, Building plans and land use application is very efficient, Our County customers are accessing services equitably, There is an accessible taxation and licencing system in the County, Introduction of new technology(IFMIS, e-procurement) in my County has improved service delivery to a small extent, Funds allocated to Counties are used for the purpose they are intended and that There is adequate staffing and equipment at the County health facilities. On the introduction of Huduma centers, majority of the respondents agreed that it had improved

accessibility of services in the Counties to a large extent (38.2%). This agrees with the findings of Amir et al (2015) on their study on effect of Huduma Centers who found that respondents were generally satisfied with the reliability of service delivery at Huduma Centers.

There was significant disagreement (16.2%) of respondents on whether the introduction of new technologies had improved service delivery. The findings of Kwena (2013) on factors influencing the use of IFMIS as being; few departments using IFMIs to carry out their operations thus limited use in most of Government ministries, resistance from middle level managers on the use of IFMIS, lack of involvement of users during design stage and subsequent training of the system components and

restricted access to IFMIS by users could shed light on this phenomenon.

### INTER PERSONAL TRAITS VERSUS SERVICE DELIVERY SCATTER PLOT

A scatter plot was generated to show the kind of relationship that existed between the independent variable inter personal traits and the dependent variable Service delivery. The figure 4.7 indicates an upward sloping relationship. This means that there is a strong positive linear relationship between inter personal traits and service delivery.

The level of influence of inter personal traits on service delivery can therefore be statistically determined by undertaking linear correlation and regression analysis.

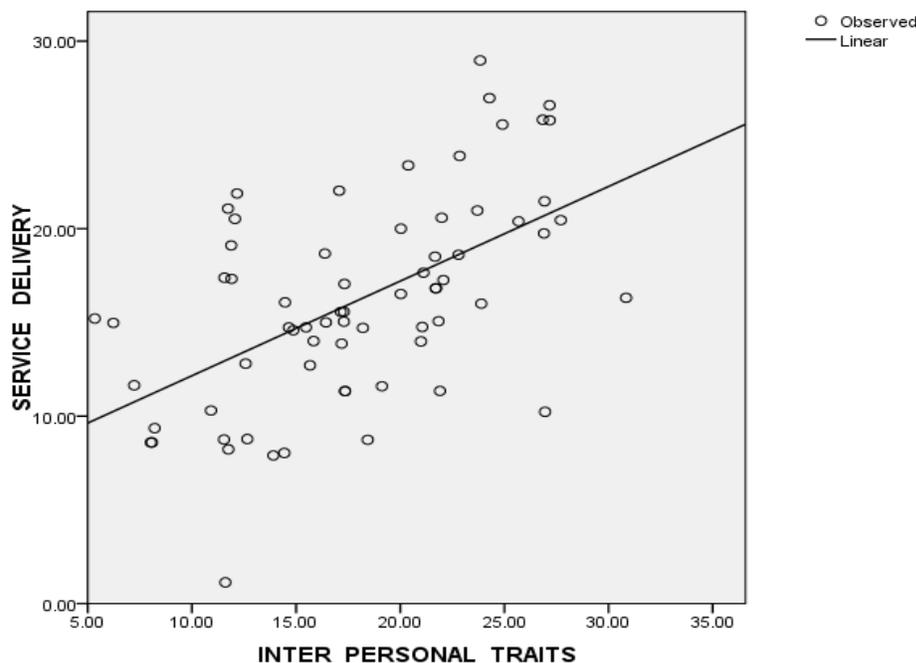


Figure 3 Regression line of Inter personal traits versus service delivery

## CORRELATION

The Pearson Correlation of inter personal traits versus service delivery was computed and yielded a result of 0.552 (p value=0.000). This indicates a moderate significant and positive relationship

between the two variables. Table 4.25 clearly shows that there is a moderate positive linear relationship between the two variables.

**Table 4 Pearson correlation of Inter personal traits versus Service delivery**

		Service Delivery	Inter Personal Traits
Service Delivery	Pearson Correlation	1	.552**
	Sig. (2-tailed)		.000
	N	68	68
Inter Personal Traits	Pearson Correlation	.552**	1
	Sig. (2-tailed)	.000	
	N	68	68

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

## REGRESSION ANALYSIS

The regression analysis shows a relationship  $R=0.552$  and  $R^2=0.305$ . This means that 30.5 % of variation in inter personal traits can be explained by a unit change

in service delivery. The remaining percentage 69.5% can be explained by the other three variables i.e Operational mindset, change consciousness and intra personal traits. The table 5 below illustrates this.

**Table 5 Model summary for Inter personal traits versus service delivery**

R	R Square
.552 <sup>a</sup>	.305

a. Predictors: (Constant), Intra personal traits

In order to establish the regression relationship between inter personal traits and service delivery, the coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The constant in table 4.26 indicate that is significantly different from 0 at 7.108. The coefficient  $\beta=0.505$  which is significantly different from 0 and p value is 0.000 which is less than 0.05.

This means therefore that the null hypothesis is rejected and alternative hypothesis taken thus  $Y=7.108+0.505$  (inter personal traits) + e , is significantly fit. There is therefore a positive linear relationship between inter personal traits and service delivery.

**Table 6 Relationship between Inter personal traits and service delivery**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.108	1.776		4.002	.000
Inter Personal Traits	.505	.094	.552	5.377	.000

a. Dependent Variable: Service Delivery

F-test was then carried out to test the null hypothesis that there was a relationship between inter personal traits and service delivery. The ANOVA test in Table 4.28 shows that the significance of the F- Statistic is

less than 0-05 meaning that null hypothesis is rejected thus indicating a relationship between inter personal traits and service delivery.

**Table 7 ANOVA Results for Inter personal traits**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	621.031	1	621.031	28.910	.000
Residual	1417.797	66	21.482		
Total	2038.828	67			

## CONCLUSIONS

The role of diversity and communication come into play while looking at interpersonal skills. It emerged that most Counties have mechanisms for enhancing innovation. The leaders are also sensitive to their members' needs and feelings. A sense of ownership for the projects staff engages in is cultivated by trust and respect. Respondents felt that there is however need for Leaders to mentor new employees and existing staff to motivate them. Recognition for outstanding performance should be enhanced in the counties.

The study found out that there is need to enhance communication of impending changes within Counties especially with the concept of devolution as the existing employees mindset is still tied to the national government. Creativity and innovation should also be encouraged. Leaders are also urged to be keen in identifying new environmental opportunities and constraints in the social and cultural environment.

## RECOMMENDATIONS

The study emphasizes the need for public service leaders to be custodians of public resources in a transparent manner as transformational stewards. They need interpersonal skills for them to improve

service delivery, which will ultimately ensure that the citizens are equitably, efficiently and accountably served.

Complaint management systems should also be improved so that customers can access them equitably. A lot of public awareness needs to be done so that customers are made aware of the avenues available of launching their complaints.

### FURTHER AREA OF RESEARCH

In depth analysis of more public and private organizations should be carried out to obtain more diverse groups of people that will yield more significant results.

Primary data should be collected from a group/sample where the response rate will be good (study focused primarily on the middle level and top management) to obtain significant results.

The study investigated only three variables under interpersonal traits affecting service delivery. Further research can be done to explore other traits e.g coaching, team building and motivation that may be tested at different levels of management.

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