

Moderating effect of Government Policies on Relationship between shared Responsibility and Service Delivery by County Government Workers in Kenya

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Abstract

Shared responsibility means that everyone gives a little and everyone benefits. It is a win-win situation for all the members and the community as a whole. It is a participative leadership whereby the manager tries to encourage and facilitate the subordinates so that they make decisions that otherwise would have been done by the managers. The leaders attempt to make subordinates participation happen by partly asking for advice, asking the group to commonly discuss and make a decision and leaving the entire decision to the group and taking responsibility for the group outcome. The leaders should be courageous to approach leadership as a collective effort so that the response is rapid and efficient. This study attempted to examine the influence of share responsibility on service delivery by county government workers in Kenya. The data used was delivered from 228 senior county government officers drawn from five Counties in Lower Eastern region of Kenya. Service delivery was to be measured by use of the following indicators; provision of water, quality health services, adequate food production, presence of county roads and provision of quality education. Multiple regression was used to analyse the data. The study found significant positive influence of shared responsibility on service delivery by county government workers in Kenya. The study findings further revealed that the moderating variable which was government policies on resource distribution, monitoring and evaluation did not have significant influence on the independent variable which was shared responsibility that influenced dependent variable the service delivery. Based on the

finding the paper concluded that there was moderately strong correlation between shared responsibility and service delivery. This study recommends that the county governments need to increase shared responsibility strategies and enforce them to achieve better service delivery. This should be supported by presence of clear work guidelines and organizational structure that enhances delegation and empowerment of all workers to put in all their best when offering their services to the county residents.

Keywords: *Shared Responsibility, Shared Leadership, Workforce, County Government Workers, County Residents, Service Delivery*

1. Introduction

A shared responsibility structure create a shared space of mutual, collaborative, coordinated, accountability. This is a situation where in an organisation management, staff and the board of directors have to common ground of shared responsibility. The shared space is common ground because the expectation is that each person engaged in this space has an opportunity to contribute out of their own talent, knowledge and expertise within the structures of their position and role in organization. This approach lowers organizational barriers that typically make it hard to create a common ground for work. (Nollkaemper, 2014).

This leadership style is applicable where team members have highly specialized skills or roles, communication and collaboration between members is critical Elizabeth & Sarah, (2008) in their research work, 'Shared leadership as a future leadership style' noted that different scholar's are supporters of shared leadership and that they all share the same core value which is that the world is very changeable and complex which demand new leadership styles. It is not enough with what the single leadership offer, there is a need of cooperation, a multiple leadership and team leadership (Brandford & Cohen, 2008).

For shared leadership to emerge, the members of the workforce must offer leadership services, and the workforce as a whole must be willing to rely on leadership by multiple workforce members. For these individual and collective behaviours to occur the workforce members must believe that offering influence to and accepting it from fellow workforce members are welcome and constructive actions. Shared Leadership emerges when people with differing world views use dialogue and collaborative learning to create space where a shared common purpose can be achieved while a diversity of perspectives are preserved and valued (Mathieu, 2009).

Leadership does not reside in a person or in a role, but in the social system. The built framework integrates the different dimensions of shared leadership and describes their relationship (Burke et al, 2011). This way, the findings of the study can contribute to the understanding of what constitutes essential aspects of shared leadership in the workforce context that can be of theoretical value in terms of advancing the adoption and development process of shared leadership. In the real world, workforces and organizations can create conditions to foster and facilitate the process. Leaders and workforce members should be courageous to approach leadership as a collective effort that the workforce can be prepared for, so that the response is rapid and efficient (Ancona & Bresman, 2009).

Lewin (2008) recognized that hierarchical leadership discourage group members from valuing each other's expertise, communicating with and supporting each other, taking responsibility for

group outcome, participating in setting the groups direction and managing its processes. Shared leadership is not all-to-one practice; rather, groups can have degrees of sharing. At one extreme, group member's share equal responsibilities for outcomes and may exert equal influence. More often, as task needs changes, individuals with particular skills take leadership and sharing is maintained over time as many or all group members participate. Closer to the hierarchical extreme are groups where only one or two members act as leaders. Thus shared and hierarchical leadership can be seen as endpoints of a continuum rather than as discrete practice.

This research work is significant in that it will offer value to the following stakeholders. These include; the National Government, the County Governments, the county residents and the researchers.

The National Government is very crucial in service delivery to its citizens and such services are delivered by Government devolving services to the county governments and others directly from the Central government. This study may assist the Central government on the factors that influence policy making and implementation and the best strategies to employ in making turnaround management of departments that are still under the Central Government for effective and efficient service delivery and overall government performance.

The county governments which took effect with the new constitutional dispensation may benefit a lot from the study findings primarily because the study addressed the type of leadership that was to bring about good performance in relation to service delivery in the county governments. The study findings may help the county government in policy making and implementation in the devolved departments so as to bring about effective and efficient service delivery to county residents. The research also may help the county residents in understanding their rights and responsibilities in the county as key stakeholders especially in giving contributions in the priority projects in their areas.

This study is of value to scholars/researchers as it will add knowledge to the existing research. It explored the various gaps that may trigger further research. A critical review of past literature showed that several theoretical and contextual research gaps exist in the study of shared leadership as it is practiced in the county governments in Kenya. For instance, much of the studies in shared leadership were done in the area of education and health and not in other departments (Jim, 2013). Yet there are ten departments devolved to the county governments. Most of the earlier studies on shared leadership were carried out in developed and emerging countries such as U.S.A and South Africa. It is therefore possible to argue that the socio-economic conditions of developed and emerging economies are somewhat different from that of a developing economy like Kenya (Leigh, 2012).

2. Problem Statement

With the complexity and ambiguity of tasks that teams often experience, it is becoming more apparent that a single leader is unlikely to have all the skills and traits to effectively perform the necessary leadership functions. However, most scholarly work on leadership has still been predominantly focused on the study of leadership in its hierarchical form (Houghton et al,

2008). More so, much of the studies in shared leadership were done in the area of education and health and not in other departments. There are ten departments devolved to the county governments therefore the need to carry out a study on them (Schedule four, Constitution of Kenya).

County governments and their agencies have the responsibility of delivering services within their designated area of jurisdiction while observing the principles of equity, efficiency, accessibility, non-discrimination, transparency, accountability, sharing of data and information and subsidiarity (Kilonzi, 2014). County governments in Kenya are still grappling with challenges of service delivery on the decentralized functions as indicated by demonstrations by county workers and residents over service delivery (Mugambi & Theuri, 2014).

A report by Kenya Institute for Public Research and Analysis (KIPPRA) highlights key sectors like health, water and sanitation, education among others which have faced challenges in service delivery (Lubale, 2012). Again a survey done by Transparency International (TI) reported that 41% of Kenyans are not satisfied with the performance of their county governments in service delivery (Muriu, 2012).

Service delivery in counties in Kenya is confronted with many challenges, which constrain their delivery capacities. They include; human resource factor, duplication of responsibilities, relating to shortage of manpower in terms of numbers and key competencies and lack of appropriate mindsets by county workers (Saavedra, 2010). There is also the perennial problem of the shortage of financial and material logistics that are necessary to support effective service delivery. On the other hand the gradual erosion of the ethics and accountability in public offices has continued to bedevil county governments in delivering public services to the people effectively.

In county governments, public participation is not done as per the stipulated guidelines, and also the politicians involvement in the planning processes is very high. County governments moderately involve its residents in the process of service delivery and especially in decision-making on prioritizing projects yet these residents are supposed to be fully involved (Wamae, 2014). County residents are served by workers under different employers. For instance, county public service is to work in cooperation with national public officers deployed to the counties by the national Government through the public service commission and the relevant ministries and commissions. This lead to the problem of duplication of responsibilities and conflict among the county workers leading to ineffective and inefficient service delivery (Burugu, 2010).

3. Objectives and hypotheses

The general objective of the study was to establish the influence of shared leadership on service delivery by county Government workers in Kenya. The specific objectives are; To establish whether shared responsibility influence service delivery by county government workers in Kenya. To measure the moderating effect of national government policies on resource distribution, monitoring and evaluation on the relationship between shared responsibility and service delivery. In order to address the above objectives, the following null hypotheses were tested.

H₀₁: shared responsibility has no positive significant influence on service delivery by County Government workers in Kenya.

H₀₂: National Government policies on resource distribution, monitoring and evaluation has no moderating effect on service delivery by County Government workers in Kenya.

4. Theoretical perspective.

This paper discusses the sequential theory of Shared Leadership upon which the study is anchored.

Shared leadership Theory

This theory was advanced by Mary Parker Follet in 1924 when she wrote that one should not only look to the designated leader but one should let logic dictate to whom one should look for guidance'. The theory was further supported by Gibb in 1954 when he wrote that 'leadership is probably best conceived as a group quality, as a set of functions which must be carried out by the group'. Shared leadership theory states that leadership is a far more complex process, involving a dynamic give – and – take that this theory attempts to describe and address. The theory further states that shared leadership is an influence process which often involves peer, or lateral, influence and at times involves upward or downward hierarchical influence (Pearce & Conger, 2007) pointed out that shared leadership do not have a centralized, unitary command structure rather they are often a loose alliance built around a common interest. Leadership is often shared across the various partners or members making it difficult for a single individual of one entity to truly lead the alliance or network.

Day & Salas (2008) stated that the new generation of organizations built around alliances and joint ventures require strategic visions shaped by multiple parties – in these cases, the senior leaders of the partnership. The alliance vision is more often the product of shared leadership across a set of senior executives representing the different enterprise partners to the venture. Furthermore, on the dimension of vision, emerging research suggests that vision created collectively through shared leadership can have powerful influence on many team dynamic as well as team performance (Wood, 2005), Moreover research has found that top management team member involvement in creating the organization vision can be more important than the actual vision itself in explaining firm performance.

Thus, the theory states that if people are properly motivated, and have the necessary knowledge, skills and abilities, a vision shaped collectively by the team is not only possible but also potentially more powerful than one imparted from above. The theory states that leading change is not about an individual leader but rather that it is such an immensely complex process where leadership occurs at multiple levels (Kotter & Cohen, 2002). Top-down initiatives for change appear to have greater success when they are well orchestrated by leaders at local or more junior levels and are linked in a sensitive to bottom-up or lower level concerns (Pearce *et al*, 2004).Moreover, recent research by Pearce & Sims(2002) suggested that shared leadership between peers accounts for more variance in team self-ratings, manager ratings, and custom ratings of change management team effectiveness than the leadership of formally designated team leaders.

The theory further states that over-reliance on a single individual at the top opens any organization to a certain degree of risk (Day & Salas, 2008). This is especially true for senior leaders who may create dependence among their staff to the point that staffs themselves do not develop similar leadership capabilities. Their centralized control may also drive out capable junior leaders who desire greater autonomy and authority. They may also procrastinate on success plans such that few adequate successors are in the wings when the top leader departs from the organization or group (Mielonen, 2011). Shared leadership theory further suggests that shared leadership process offer a more robust overall system that can cope with the shocks and disturbances of an uncertain world.

This theory is relevant to the current study in that leadership is a far more complex process that involves dynamic give and take. That today new generation of organizations are built around alliances and joint ventures which require well thought strategic visions shaped by many leaders. It is also true that leading change is not about an individual leader but rather is an immensely complex process where leadership occurs at multiple levels, and that sharing responsibilities helps an organization to cope with shocks and disturbances of an uncertain world especially with the fast changing technological advancement. With the complexity and ambiguity of task that teams often experience, it is becoming more apparent that a single leader is unlikely to have all of the skills and traits to effectively perform the necessary leadership responsibilities (Burke et al, 2008).

5. Empirical Review

This paper reviews empirical work on the influence of shared responsibility on service delivery by county government workers in Kenya.

Influence of Shared Responsibility on service delivery

In an organization where work quality is very important, sharing responsibility is crucial. The tasks are shared amongst team members, where it is responsibility of every team mate to deliver flawless work from his/her end. Care needs to be taken by higher authorities that single teams continue to share responsibility. According to Goodwin et al,(2009) If one of the team members is over-burdened with tasks, only because he/she is expert in completing them flawlessly, overwork will affect his/ her productivity in long-run. He/she won't be able to focus on a certain tasks and apply his/her skills due to paucity of time. Another danger of such practice is that remaining team members become complacent and lethargic. As a result, the potential of a team as a whole is reduced to a large extent. Therefore to avoid the potential loss, each team member must be assigned reasonable amount of work-load judging his/her work expertise and area of specialization (Mielonen,2011).

Nura carried out his study on the practice of shared leadership in Kenya where he used primary data collected from 150 Kenya public service senior participants from various ministries at Kenya Institute of Administration (KIA), Nairobi. In his study, he observed that the pressure and stress that people in leadership positions face is enormous. He states that today it is highly unlikely that a single person can provide the necessary leadership for all issues. Those in

designated leadership roles and those who are followers need to let go on that expectation and embrace new ways of leading (Nura, 2007).

According to Anthony D'Souza view in his *book "leadership Trilogy on Leadership and Effective Management"* groups share responsibility for their effectiveness. This style considers group maintenance as important as task-oriented functions, because feelings and interactions profoundly affect the problem solving and decision making processes. Members share in both kinds of functions because no one person can be sensitive to all of the problems and needs of groups. Sharing responsibility for leadership offers members more satisfaction.

Sharing Responsibility assumes that leaders; Listen attentively and observe nonverbal communications so that they can become aware of needs, feelings, interactions and conflict. Leaders view groups collectively rather than merely as collections of individuals (Anthony, 2009). Leaders serve as coaches, consultants and facilitators rather than as directors and managers. They model appropriate leadership behavior and encourage members to imitate them. Establish a climate of approval for expression of feelings and ideas. Encourage groups to deal with maintenance needs and process problems within the group sessions. Relinquish control to the group and allow them to make final decisions. Shared responsibility requires considerable skill from both leaders and group members. For example, the county director of education in the county will coordinate education for primary, secondary and university levels in regard to policy, management, funding, infrastructural developments, performances in examinations, and monitoring teachers. The director reports both to the Governor as well as to the national head office in Nairobi. This is expected to apply to all ministries with functions and responsibilities as stated in the Fourth Schedule (Constitution of Kenya, 2010).

6. Research Methodology

This study used descriptive survey research design and correlation designs to help identify, analyze and describe the relationship between aspects of shared leadership and service delivery by County Government workers in Kenya. Descriptive survey research studies are those studies which are concerned with describing the characteristics of a particular individual, of a group (Lavrakas, 2008). Correlation survey research involves collecting data in order to determine whether and to what degree a relationship exists between two or more quantifiable variables. The degree of relationship between the variables is expressed as a correlation coefficient (Ary et al, 2010). The choice of correlation survey research design was considered because it was used to explore relationship between variables and to predict a subject score on one variable given its score on another variable. This method permitted the researcher to analyze interrelationships among a large number of variables in a single study.

It also allowed the researcher to analyze how several variables either singly or in combination affected a particular phenomenon being studied. Correlation research design was combined with qualitative designs to generate both qualitative and quantitative data from stated objectives to explain the relationship between phenomenon under study (Creswell, 2008). The total population of this study was 561 County Government senior officers from five counties in Lower Eastern Region of Kenya. The sample size was 228 comprising of policy makers and

supervisors of policy implementation in County Government. (Departmental Cabinet Secretaries, Chief officers, Directors, members of County Assembly and Sub county Administrators). A total of 228 questionnaires were delivered to the respondents and 208 of this number were duly filled for analyzes which formed 91.22%. According to Mugenda & Mugenda (2003) a response rate of 50% or more is adequate, while Babbie (2004) suggested that return rates of 60% is good, and 70% is very good. Based on the above the response rate for this study was found to be adequate. The study used multiple regressions analysis to analyze the collected data. The use of multiple regression model is preferred due to its ability to show whether there is a positive or a negative relationship between independent and dependent variables.

7. Empirical results

The gathered data was analysed through by use of Statistical Package for Social Sciences (SPSS) version 16.0

Hypotheses testing

Hypotheses tests were based on the research hypotheses set. Regression output gave the t-test statistics which were used to explain the significance of corresponding partial regression coefficients and the F- statistics that was used to explain the significance of the overall model based on the p-value. The null hypotheses were rejected based on the significance of the parameters in the regression models while alternative hypotheses were found to be valid. Findings from the results were discussed and concluded as per the research objectives

Testing of Hypothesis

Influence	Model	Alternative Hypothesis	Test
Influence of X_1	$Y = \beta_0 + \beta_1 X_1 + \epsilon$ Joint influence based on multivariate model was also tested.	$H_1: \beta_1 \neq 0$	T-Test for significance of parameters.
Moderator influence	$Y = \beta_0 + \beta_i X_i + \beta_m M + \epsilon$ $Y = \beta_0 + \beta_i X_i + \beta_{mi} M X_i + B_m M + \epsilon$	$H_1: \beta_{mi} \neq 0$	F-Test for Significance of model Parameters

Descriptive Statistics on Items on Shared Responsibility

In this section, descriptive analysis of the responses to each of 8 likert-type items on shared responsibility is presented. To this end, any score to the items of 3.0 and more is considered positive (agreement) while score of less than 3.0 is considered negative. Scores of exactly 3.0 is considered neutral (indifferent) as represented in the table below;

Responses on Shared Responsibility

Item	SD	D	NA/D	A	SA	Mean	Std. Dev.
	%	%	%	%	%		
a) The style adopted by leaders in my department is always participatory	0.5	11.5	7.7	57.2	23.1	3.91	0.899
b) Shared leadership qualities are often visible in service delivery in my county assembly	1.4	6.3	12.1	60.9	19.3	3.9	0.83
c) There is always proper co-ordination between the county assembly	1	17.6	12.7	43.4	25.4	3.75	1.054
d) Responsibilities in my county assembly are fairly distributed according to skills, knowledge and experience	3.4	13.5	15	45.9	22.2	3.7	1.064
e) Workers are fairly empowered to be creative and innovative in their duties	2.4	17.4	21.7	38.6	19.8	3.56	1.068
f) There is always good guidance to the staff in executing their duties by supervisors	1.9	13.9	11.5	51.9	20.7	3.75	0.999
g) Proper delegation of responsibilities in the county assembly is done effectively	2.9	15.9	13.5	48.1	19.7	3.66	1.056
h) Duplication of responsibilities is often visible in my county assembly	6.8	21.8	10.2	34	27.2	3.53	1.283

N=200; No. of Items=8; Cronbach’s Alpha= 0.799

SD=Strongly Disagree; D=Disagree; NA/D=neither Agree nor Disagree; A=Agree; SA=Strongly Agree

With means ranging from 3.53 and 3.91 and standard deviation between 0.83 and 1.283, it is evident that there existed high level sharing of responsibility in county governments. To this the

respondents agreed to that the style adopted by leaders in my department was always participatory. In addition it was also made clear that shared leadership qualities were often visible in service delivery in the County Assembly. This is important and it agrees with Pearce & Sims (2002) who opined that sharing responsibilities helps an organization to cope with shocks and disturbances of an uncertain world especially with the fast changing technological advancement. When shocks and disturbances are dealt with, the organization would see enhanced service delivery and vice versa.

Reliability Testing

Cronbach Alpha was used to test the reliability of the instrument. This was by finding out the Cronbach Alpha of shared responsibility was 0.799 which had eight items as presented in the table below. As such, the variable met the threshold alpha value of 0.7 as posited by Brandford, (1997), (Cronbach, 1995). As such, it was deduced that the internal consistency of the variable was sufficient to measure the study variable adequately. It was thus deemed fit for further analysis. The items under each variable were then aggregated to form the composite variable.

Cronbach Alpha for Study Variables

Variable	No. of Items	Cronbach's Alpha
Shared Responsibility	8	0.799

Normality Test

(a) Kolmogorov-Smirnov and Shapiro-Wilk Tests

One can only undertake accurate regression if the basic assumptions of multiple regression are met. In this regard, the researcher used two normality assumption tests namely Kolmogorov-Smirnov and Shapiro-Wilk to test whether the distribution deviated much from a comparable normal distribution. As posited by Field (2009), a test is not significant if its p-value is greater than 0.05. This means that the distribution is not significantly different from a normal distribution. Conversely, significant values ($p < 0.05$) means that the distribution is not normal (significantly different from a normal distribution).

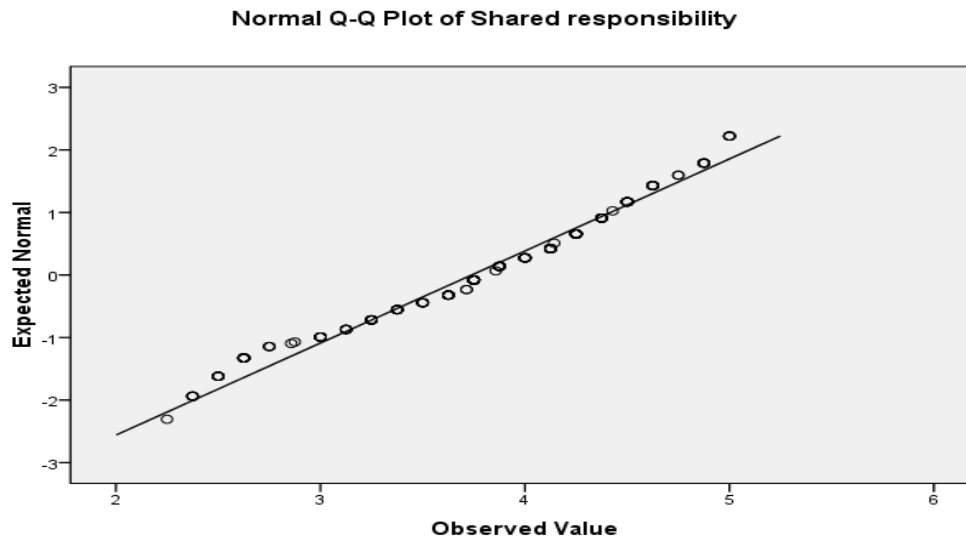
Normality Test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Shared responsibility	.094	189	.000	.971	189	.001

(b) Q-Q Plot

In order to test the significance departure from normality, Q-Q plot was done. The results obtained was presented in the figure below. It is important to understand how data departs from normality since this influences inferential statistical tests on the data such as regressions as elicited by Doan & Seward (2011).



Normal Q-Q Plot for Shared Responsibility

Shows that the departure from normality for shared responsibility was not much. This shows that the distribution of the data was close to normal. It could thus be used to run the regressions.

Linearity Test

Pearson product-moment correlation coefficient (r) which measures the strength of the linear association showed that there were significant and positive correlation between the independent variable and the dependent variable.

Shared responsibility ($r=0.416$; $p<0.001$) and National Government policies ($r=.360$; $p<0.001$).

Linear Relationship between Shared Responsibilities and Service Delivery

(a) Correlation Results on Shared Responsibilities and Service Delivery

The researcher sought to establish the correlation between shared responsibilities and service delivery.

Correlation Results on Shared Responsibilities and Service Delivery

	Shared responsibility	
Service delivery by county Pearson Correlation Government workers	.416**	
Sig. (2-tailed)	.000	**.
N	200	Correlation is significant at the 0.01

level (2-tailed).

As shown by Pearson Correlation value ($r=0.416$, $P<0.01$), there was moderately strong positive correlation between shared responsibilities and service delivery. These findings agree with Nura (2007) who carried out a study on the practice of shared leadership in Kenya that found out that shared leadership affects the performance (an aspect of service delivery) in organizations. The findings obtained prompted the researcher to carry out regression analysis between the two variables to investigate the relationship further.

(b) Regression Analysis on Shared Responsibilities and Service Delivery

The table below presents the results obtained regarding regression analysis on shared responsibility and service delivery.

Regression Analysis on Shared Responsibilities and Service Delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.169	.58401

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.158	1	14.158	41.510	.000 ^a
	Residual	67.531	198	.341		
	Total	81.689	199			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.142	.237		9.050	.000
	Shared responsibility	.401	.062	.416	6.443	.000

a. Predictors: (Constant), Shared responsibility

b. Dependent Variable: Service delivery by county Government workers

As shown by the R Squared value of 0.173, shared responsibility accounts for 17.3% of variability in the data. However, a significant F-test value (F=41.510, P<0.05), this supports the findings from correlation analysis which also showed positive relationship between shared responsibility and service delivery. In addition, a significant standardized Beta coefficient was obtained. This means that the regression model can be used to predict the level to which shared responsibility influences service delivery among county government workers.

The first invariant model was: $Y = \beta_0 + \beta_1 X_1 + \epsilon$.

Where:

Y=Service Delivery

β_0, β_1 = Regression Coefficients

X_1 = Shared Responsibility

ϵ = Error Term

Based on the findings obtained the derived fitted model equation was:

$$Y = 2.142 + 0.401 X_1$$

In addition, the standardized B coefficient obtained in this model was significant ($B=0.416, t=6.443, p<0.001$). This means that the increase of shared responsibility by 1 unit would lead to the increase of service delivery by about 0.416 units when using standardized variables.

Based on these findings, the first null hypothesis (H_0 : shared responsibility has no positive significant influence on service delivery by county government workers in Kenya) was rejected. This shows that there is statistically significant relationship between the two variables. In agreement with Nura (2007) organizations (county governments in the case of this study) should increase shared responsibility in its processes so as to achieve better service delivery.

Moderating Effects of Government Policies on Relationship between the Study Variables and Service Delivery

To address multicollinearity and the moderator, the dependent variable and the moderator were centered (subtracting the mean) before fitting the regression model hierarchically.

(a) Shared Responsibility

The first variable was entered first, followed by the moderator in stage two and finally the interaction term of the first variable and the moderator. The three models were significant ($P<0.001$) in all cases.

Model Summary for Regression Analysis on the Moderating Effect of Government Policies on the Relationship between the X_1 & Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. Change	F
					F Change	df1	df2		
1	.413 ^a	.170	.166	.58495	.170	40.475	1	197	.000
2	.496 ^b	.246	.239	.55894	.076	19.757	1	196	.000
3	.546 ^c	.298	.288	.54070	.052	14.445	1	195	.000

a. Predictors: (Constant), Shared responsibilities

b. Predictors: (Constant), Shared responsibilities, Government Policies

c. Predictors: (Constant), Shared responsibilities, Government Policies, Shared responsibility*Government policies

ANOVA^d

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.849	1	13.849	40.475	.000 ^a
	Residual	67.406	197	.342		
	Total	81.255	198			
2	Regression	20.021	2	10.011	32.043	.000 ^b
	Residual	61.234	196	.312		
	Total	81.255	198			
3	Regression	24.245	3	8.082	27.642	.000 ^c
	Residual	57.010	195	.292		
	Total	81.255	198			

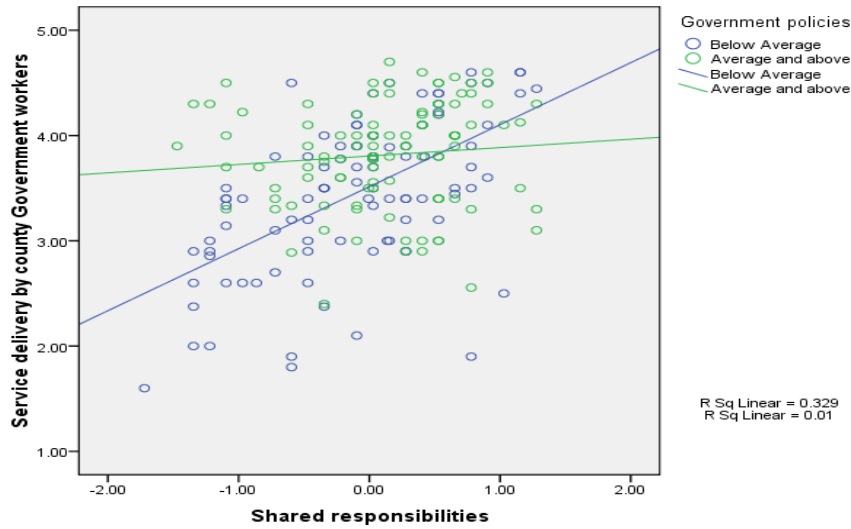
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	3.633	.041		87.593	.000		
	Shared responsibilities	.398	.063	.413	6.362	.000	1.000	1.000
2	(Constant)	3.630	.040		91.584	.000		
	Shared responsibilities	.338	.061	.351	5.519	.000	.952	1.051
	Government Policies	.238	.054	.283	4.445	.000	.952	1.051
3	(Constant)	3.660	.039		93.560	.000		
	Shared responsibilities	.313	.060	.325	5.245	.000	.940	1.064
	Government Policies	.225	.052	.267	4.331	.000	.948	1.055
	Shared responsibility* Government policies	-.260	.068	-.230	-3.801	.000	.979	1.021

a. Dependent Variable: Service delivery by county Government workers

On adding the moderator to the model containing X_1 , the F change was significant (F Change =19.757, $P < 0.001$). On adding the interaction term, the F-change was significant (F change =14.445, $P < 0.001$). This implies that the moderator significantly moderates the relationship between (shared responsibilities) and Y (Service Delivery).



Moderating Effect of Government Policies on Relationship between Shared Responsibilities and Service Delivery

After data collection and analysis was done , the findings showed that there was moderately strong positive correlation between shared responsibilities and service delivery (Pearson Correlation value ($r=0.416$, $P<0.01$)). Furthermore, an R Squared value of 0.173 was obtained in the invariant regression between shared responsibility and service delivery. A significant F-test value ($F=41.510$, $P<0.05$) was also obtained. In addition, a significant standardized Beta coefficient was obtained. This means that the coefficients obtained in the regression model can be used to predict the level to which shared responsibility influences service delivery among county government workers. Based on these findings, the first null hypothesis (H_{01} : shared responsibility has no positive significant influence on service delivery by county government workers in Kenya) was rejected. This showed that there is statistically significant relationship between the two variables.

8. Conclusion and Recommendations

The study findings indicate that service delivery is more when there are shared responsibilities without government policies than when responsibilities are shared and controlled by government policies at the same time. This supports the verdict from the regressions that government policies moderates the service delivery in county governments when there is sharing of responsibilities. This leads to the recommendation that county governments should increase shared responsibility in its processes and relax some of the bureaucratic policies that negatively affect shared responsibility so as to achieve better service delivery. The study findings indicated that shared responsibility highly influenced service delivery by county government workers in Kenya. As a result there is a need for further research to establish the degree of it influence.

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