

**MANAGERIAL TIES, CITIZEN PARTICIPATION AND PERFORMANCE OF
COUNTY ASSEMBLIES IN KENYA**

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Fulfillment of the Requirement for the Conferment of Doctor of Philosophy
Degree in Business Administration (Strategic Management)
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DECLARATION AND RECOMMENDATION

Declaration

I declare that this is my original work and has not been presented to any other university for an award of a degree or any other academic credit.

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Recommendation

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DEDICATION

This study is dedicated to my parents Isaac M`Arimba and Martha Kangai as well as my immediate family members and friends for their support rendered as I pursued my doctoral studies.

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ABSTRACT

County Assemblies are obligated by the Constitution of Kenya, 2010 and other statutes to discharge crucial mandates in county governments. They apply and adopt various strategies to facilitate improvement on their performance. Managerial ties and citizen participation are some of the strategies which the county assemblies in Kenya have adopted in course of discharge of their mandate. These ties have been found to impact on their performance. Hence, the aim of the study was to examine the influence of managerial ties on performance of County assemblies. The moderating effect of citizen participation on this relationship was included in the study. Specifically, the influence of social ties, institutional ties, and political ties on the performance of county assemblies was assessed. The moderating effect of citizen participation on the relationship between managerial ties and performance was also examined. A descriptive survey research design was applied in the study. Census was used to identify 138 respondents from County assemblies. Data was collected using a structured questionnaire and was analyzed using descriptive and inferential statistics. Hypotheses were tested at 5 % level of significance. It was found that managerial ties significantly explained variation in ($F_{(3, 94)} = 7.251, p < 0.001$). Further, institutional ties and social ties had a significant influence on performance of county assemblies. Institutional ties: $t = -2.815, p < 0.05$; Social ties: $t = 2.063, p < 0.05$) while the influence of political ties was insignificant (political ties: $t = 0.816, p > 0.05$). Further, citizen participation did not have a statistically significant moderating effect. This is because the interaction term was insignificant (interaction term: $t = 0.024, p = 0.981 > 0.05$) on the relationship between managerial ties and performance. Instead, citizen participation had a mediating effect on the relationship between managerial ties and performance of county assemblies in Kenya. It was also found that institutional ties negatively affected the odds for performance (Wald = 7.592, df = 1, $p = .006 < .05$), and social ties had a positive significant influence on the odds for performance. The Wald = 2.813, df = 1, $p = .094, \exp. (B) = 1.857, p < .1$). However, the influence of political ties was not significant (Wald = 0.155, df = 1, $p = .694, \exp. (B) = 1.126$). Based on these findings it was concluded that performance of county assemblies is moderate hence the need to enhance performance. The study recommended that county assemblies improve on their social ties by reviewing them to ensure that they do not negatively affect their performance. Citizen participation also needs to be strengthened since it mediated the relationship between managerial ties and performance. In conclusion, managerial ties characterized by social ties, political ties and citizen participation have positive effects while institutional ties have negative effects on performance of county assemblies in Kenya.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA:	Analysis of Variance
CA:	County Assemblies
CAF:	County Assemblies Forum
CASB:	County Assembly Service Board
CGA:	County Government Act, 2012
CRA:	Commission on Revenue Allocation
CUE:	Commission for University Education
COB:	Controller of Budget
CoK:	Constitution of Kenya, 2010
COG:	Council of Governors
CSOs:	Civil Society Organizations
EAC:	East African Community
ECA:	Economic Commission of Africa
EU:	European Union
FGDs:	Focus Group Discussions
IAP:	International Association for Public Participation
ICJ:	International Commission of Jurist
IEA:	Institute of Economic Affairs
IGRTC:	Intergovernmental Relations Technical Committee
KeMU:	Kenya Methodist University
KHRC:	Kenya Human Rights Commission

KIPRA:	Kenya Institute of Policy and Research Analysis
KNBS:	Kenya National Bureau of Statistics
MCA:	Member (s) of the County Assembly
MDAs:	Ministries, Departments and Agencies
MPs:	Members of Parliament
NACOSTI:	National Commission for Science, Technology and Innovation
NGO:	Non-Governmental Organization
OLS:	Ordinary Least Squares
PB:	Participatory Budgeting
PFMA:	Public Finance Management Act, 2012
Ph.D.:	Doctor of Philosophy
PMC:	Project Management Committee
RBVT:	Resource Based View Theory
SIG:	Special Interest Groups
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom
UN:	United Nations
USA:	United States of America
USAID:	United States of America International Development
UNDP:	United Nations Development Programme
WDF:	Ward Development Fund
OCOB:	Office of Controller of Budget

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The registration and achievement of satisfactory performance is the ultimate goal of all organizations. These organizations may be either products manufacturing firms and or service provision industries. The organizations apply and adopt various strategies to facilitate improvement on their performance. Managerial ties and citizen participation are some of the strategies which the county assemblies in Kenya have considered to impact on their performance. External relationships with the business community, governments, and other regulatory officials are defined as the senior manager's external relationships with the business community, governments, and other regulatory officials for effective complementary conduits for acquiring internal and external resources. Managerial ties are applied in the social, political and institutional spheres. Peng and Luo (2000) observed that managerial tie is one of the areas that is imposing managers` consideration internationally and especially in emerging economies and political dispensations.

Naqshbandi (2016) defined these ties as the executive borderline encompassing activities and their allied relations with external entities. World over, the devolved systems of governments are characterized by partial information systems and devolved institutions. Organizations of all types operate with limited resources though managerial

ties can play a role in assisting these organizations to secure social capital resources. The social capital resources can complement other scarce resources at the disposal of organizations and enable them to manage environmental uncertainties as well as improve on performance at organizational level (Zhou & Li., 2010).

Managerial ties are of two types: horizontal managerial ties and vertical managerial ties. The horizontal ties emphasize relations across managers in various organizations while the vertical ties involve relations that exist between an organization, government officials and the interaction with superiors and subordinates (Luo, Huang, & Wang, 2012).

Li et al. (2014) posit that organizational learning is key for improvement of resource efficiency and accomplishment of anticipated results in new organizations. In economies such as China, the uncertainty of the environmental uncertainties is strong though new organizations usually do not have the social capital and resources necessary for supporting their growth (Peng, Li, & Pinkham, 2009). These organizations must then invoke their learning capabilities in order to improve their social capital efficacy personified in managerial ties that in turn helps these organizations to perform better. Zhou (2011) noted that the exploitative and exploratory learning constitute two vital forms of learning within organisation. Nevertheless, this is in tandem with the principle of ambidexterity. The two types of learning have been found to rejuvenate the capability to absorb, translate and utilize social capital and perfection of organisation performance. According to Hooghe and Quintelier, (2014), there have been various reforms that have culminated to managerial ties on the governments` performance globally in addition to

the evolution of democracy in Eastern and Central Europe where citizens developed a notion that politicians whom they trusted and elected as their representatives addressed their best interests and concerns instead of improving living standards of the locals in the community or welfare issues of the electorate and improve organizational performance. Moreover, Vatn (2015) pointed out that there was an increase of corruption which inhibited efficiency in governance processes and diminished the probability of effective service delivery resulting in declining performance. The studies further found that managerial ties are necessary but inadequate for good performance of the organizations and that the manner in which organizations involve communities in decision making in the environment within which they operate can have important implications on their performance. Thus, it can be discerned that a firm's choice of institutional ties needs to be in consonance with the external environment and industry characteristics. However, the devolved government structure can be in the form of federal government in some states such as Germany. Using survey data from Poland, it was found that the micro interpersonal relationships of managers with top executives in other entities and with government staff improved macro organizational performance (Peng & Luo, 2000).

In the year 2001 Ukraine created a reasonably appreciable opportunity through a conference wherein citizens ventilated on some issues, methodologies and challenges encountered during citizen participation. The conference organizers invited a number of participants from seventeen Countries in Central and Eastern Europe whereby the nationals differed significantly in respect to laws relating to access to information for

example, in Sweden there was introduction of inaugural laws regarding to the subject in 1766 while on the other hand, in 1951, Finland became the first nation to implement the modern framework of citizen participation legislation. The terms public participation, public engagement, public involvement as well as citizen participation, citizen engagement and citizen involvement have been applied in this study interchangeably and they refer to the same and similar concepts.

According to Peng (2013), citizen participation and involvement are basic tenets of democratic societies. Armstrong (2010) defines these participation as the process through which government take action in response to people's concerns, opinion on decisions and take responsibility for the changes that affect the general public. Arnstein (2016) suggested that citizen participation could be the result of the traditional sense of powerlessness perceived by the citizenry to influence decisions by the government. Involving the citizenry has become a crucial prerequisite in management and decision-making process and is vital in implementing projects towards organizational performance (Peng, 2013). The South African constitution just like the Kenyan has entrenched devolution as a system of decentralizing power to the grassroots or lowest levels of governance. South Africa has a unitary system of government with three tier systems of government which are dependent on each other but equally cooperating with each other. The system includes the national government at the top, nine provincial governments at the middle and 284 local governments at the bottom. Each level of government exercises its own powers as enshrined in the constitution of South Africa.

The primary role of the national government is to manage the middle-level government which is responsible for implementing social services like regional roads, education and housing. Nevertheless, the lower level governments are tasked with provision of public services such as street lights, garbage collection, urban planning and other social amenities like electricity and water. In South Africa, the constitution provides for the revenue sharing among the three levels of the government (Rao, 2003). There are several regional perspectives on the stimulus of citizens' participation on governments' performance across Africa European Union (EU) which is still facing challenges of ensuring that there is a maximum citizen participation in the governance of the citizens affairs. According to Kaur (2014), within the European Union (EU), people only participate during the elections of the legislators for the EU Legislative Assembly or during the referendum on any given issue.

The EAC recognizes the important role the citizen participation plays in the corporate governance structures considering that it is both the public and private sectors which were responsible for the collapse of the former community in 1977. The Kenyan constitution 2010 provides for 47 counties with one national government and the social, constitution require participation of the citizens in decisions which affect them. The Constitution dictates that participation by stakeholders be affected at all legislative stages, namely at the Senate, national Assembly and the County Assemblies. Article 196 (1(a) thereof mandates that county assemblies do their business in an open and transparent manner, and that their sessions and those of their committees be open to the public.

Additionally Article 196 (1) (b) Sub-article 1(b) further states that the assemblies shall assist in the citizen participation processes of the county assemblies and their boards during law-making and other processes. County Assemblies ought to work closely with the county executive arms of the county government to ensure the success of devolution, pass legislations that facilitate service delivery to Kenyan citizens as well as relentlessly and objectively perform oversight roles to ensure quality service delivery within the devolved units. Thus, managerial ties are made up of three broad categories namely the social, institutional and political ties. The managers` political ties with other political actors continue to remain an important factor for the organizations to achieve satisfactory performance. Additionally, most of the organizations are geared towards promotion of networks and their relationships with the political actors in various sectors (Gay, 2013). County assemblies are legislative, oversight and representative institutions which perform constitutionally mandated roles in the governance and service delivery to the citizens in the devolved units.

Managers of these devolved units which comprise the county executives and the county assembly arms of the government operate within a social context as they perform their respective legal mandates (GoK, 2013). The social context in which the managers operate and engage may have implications on performance of organizations in which they work. Business as well as external relations at the county assemblies is conducted through respective Speakers, Clerks and their deputies who are the liaison officers and managers of the county assemblies and who further act as the link people or “bridges” between the county assemblies and the external entities which entities include the

national, other county governments, public entities, private entities and the general public.

1.1.1 Managerial Ties

Managerial ties are vital in helping organizations to obtain necessary external resources that enable them to become frequently ambidextrous that are being innovative, exploitative, and explorative in addition to producing new services and products in order to realize better performance. These ties are mostly common in developing economies because shortfalls within the institutions necessitate managers' reliance on personal relationships as an alternative to formal organizational support. Ties may be deeply entrenched within institutions in many countries hence managerial ties including top managers' boundaries and interpersonal networks are crucial and important business tools in many countries like China (Batjargal & Liu, 2004). It is often said that "who you know" is often more important than "what you know" in order to prosper at both the national and international levels, and for organizations to experience exponential growth in terms of market share, cultivating ties with business leaders and government officials is critical (Tsang, 2018).

Such networks or linkages enable entities to obtain resources, grow and perform better. For the emerging economies, many countries like China offer key distinctive settings to study the ties. It shares several features with similar or different other emerging economies, including rapid economic development and relevant policies that support adoption of a free-market economic system. However, market competition laws in other emerging economies are less predictable and unclear when compared to the majority of

Western countries' economies, as formal institutions that can support free markets, such as effective legal infrastructures, are still being developed and evolving (Gay, 2013).

Resultantly, ties are common in developing economies since 'institutional voids' make it necessary for managers to depend on personal ties and networks for instance in Russia, compared to Latin America, and in China where there was a substitute for the formal institutional support. This statement is buttressed by the fact that during the economic reform period, the government of China remained instrumental in overseeing the economic transition (Luo, Wang, Huang, 2011).

The dominant impact of governments and traditions of utilizing ties makes it unclear whether foreign entities can be effective in using ties as do local entities and whether the efficacy of ties decline as competition intensifies and uncertainty increases. From previous studies by Peng and Luo (2000), it appears that the social contexts in which managerial ties are embedded are important for organizational performance. An intergovernmental relation is an aspect of a key managerial tie in the management of county assemblies in Kenya. Additionally, intergovernmental relation refers to interactions between and among governments in a non-centralized (devolved) system of government. Inter-relations are aimed at sharing of information to effectively deliver services to citizens; this kind of interactions and linkages can be vertical (involving the national government) or horizontal (involving intercounty interactions). In Kenya the Intergovernmental Relations Technical Committee (IGRTC) was established to facilitate intergovernmental relations as outlined in the Constitution. The main responsibility of the IGTRC committee is to facilitate dialogue and consultation aimed

at promoting effective operations of the devolved system of government. It was accountable for providing timely evidence to the two levels of government – national and county governments – on strategic intergovernmental relations issues (IGRTC, 2017).

1.1.2 Managerial ties and in-bound Open Innovation

For improvement of performance in organizations, it is necessary to be efficient in exploring and exploiting knowledge and innovation (Laughlin, 2010). Organizations, particularly in the new era, must innovate based on their interactions with external sources and merge these with the internal processes so as to incorporate the knowledge acquired and utilize such knowledge with efficacy (Kaur, 2014). According to Naqshbandi (2016), organizations engaging in open innovation rely on collaboration with other knowledge resources through managerial ties of their management teams.

Informal managerial ties with other organizations' managements create linkages for knowledge acquisition (Peng & Luo, 2000).

Suwadee and Tontisirin (2021) suggested that ties within campuses and research institutions foster innovativeness by ensuring accessibility of knowledge resources which resources are transmitted to other entities of association. Furthermore, ties with government officials and entities may enable organizations to acquire knowledge, technology, human capacity and institutional backing against competition thereby contributing to positive organizational performance (Suwadee & Tontisirin, 2021). Therefore, managerial ties enable organizations' reach out to externally owned knowledge, technologies and other resources which better existing internal systems and

processes (Wu & Chen, 2014). Additionally, they lessen the costs and time expended in the organizations by developing the knowledge within the entity, minimizing risk and fulfilling the organizational needs thus promoting efficient exploration of external knowledge and integrating them internally. Hence, these ties enable organizations to acquire knowledge and allocate resources from the external environments that are then utilized to support internal innovation (Zhou & Li., 2010).

It is thus assumed that managerial ties positively impact in-bound innovation in organizations (Kaur, 2014). Managers who have honed their leadership skills including but not limited to bringing out their best in inspiring teams and encouraging collaboration, will be the crowns and the jewels of their organizations and those who see opportunities in problems will be the much sought-after in the emerging world (Sunday Nation, 12th July,2020, p.36). A conspicuous absence of managerial leadership has been witnessed in county assemblies in Kenya where for instance in the Kirinyaga county assembly, members of the assembly impeached the governor over gross violation of the constitution only for their decision to be overturned by the senate of Kenya committee constituted to consider and report on the merit of issues raised (Daily Nation, 9th June 2020, p.9). Currently Wajir governor has shown conspicuous absence of managerial ties by being removed from office after the senate upheld his impeachment by the county assembly with a number of allegations that supported the charges of gross violation of the constitution and abuse of office (Daily Nation, 18th May 2021, p.6).

1.1.3 Citizen Participation

The introduction of the devolved system of government in Kenya in 2010 remains the most remarkable development in Kenyan governance landscape in recent times. It dramatically changed the power matrix where power shifted to the people at the grass roots. Resources that were controlled and shared by the national government were disbursed to the 47 counties and county governments. This has ensured a fair distribution of development across the country and helped to deal with marginalization and skewed development in some regions, even though counties have registered different levels of development, which largely demonstrates the competence and abilities of the county managers.

Citizens' participation connotes involving the citizenry in diverse policy making activities which include but not limited to service level plans, budgeting, performance standards and support for proposed projects so as to tailor them towards societal needs, building public support, and encouraging cohesion amongst communities (KHRC, 2018). The CoK, (2010) states that in the devolved governments, citizen involvement systems involve the public in planning and decision-making processes of the devolved governments and to take account of their contribution on delivery of services, unbiased sharing of resources and enactment of enabling policies that positively advance their livelihoods. There is need to strengthen citizen participation in order to spur growth and mitigate enduring disparities in the various devolved units across Kenya. One justification for demanding for the citizen involvement is the belief that citizen involvement in decision processes fosters and augments transparency and accountability

of the decision makers with increased likelihood receptiveness to the public demands including the delivery of services to the public (Rajesh & MohiniKak, 2007).

In strict sense, people`s participation is an essential requirement determining the accomplishment of the objectives of devolved governance which can only be attained if the citizenry possesses the mandate to and ought to undertake their functions. This is the key to holding the county governments accountable to the public. Significantly, all sovereign power in Kenya is vested in the people of Kenya, according to Article 1 of the Constitution of Kenya, 2010 (KIPPRA, 2016).

The supremacy of the Kenyan citizens as provided for by the CoK, 2010 may be exercised directly by participation or indirectly through elected members. Several legislations, including the County Government Act of 2012, addresses citizen participation (see Part VIII), second Schedule to the Urban Areas and Cities Act, 2011 and the CoK 2010. According to the Constitution of Kenya 2010 Citizens are the focal point of each and every activity and endorses the principle of participation as essential in enhancing successful implementation of the Constitution and good governance (UNDP, 2017).

The citizens are obligated to take part in identifying their common needs and developing plans, budgets, and overseeing the projects at all levels and in monitoring and evaluation of activities being executed. They ought to support social accountability systems through participation in referenda, gatherings, and touring project places (KIPPRA, 2018). Further, the (PFM) Act of 2012 allows for the public participation in public finance through the Counties Budget and Economic Fora (Ndalila, 2016).

Further to the foregoing, public participation is sanctioned under the provisions of Article 232(1) (d) of the Constitution and Article 232(1) (f) which provides for the transparency through dispersal of timeous and precise information to the public. Further, the COK, 2010 obligates all the County governments to adopt practices that enable public participation. Kenya's development blue print vision 2030 pursues open and participatory political processes premised on increased engagement of the public in decision-making processes, and civic education programmes intended to realize an informed and active society (Kivoto, 2016).

The Kenyan Vision 2030 development plan also calls for equal citizenship rights and equal involvement in significant policy choices in order to promote social equity and provide chances for all citizens, regardless of their status, to participate in national debate and programs. This development blue-print therefore supports efforts aimed at ensuring effective public participation at both levels of. Available literature reveals that Citizens' levels of influence on the peoples decision-making process has been used to designate the participation levels of the public in the decision making process by governments where lower levels of involvement have been accredited to a low perception by the public on the influence they have on the governance processes (Mbithi, Ndambuki, & Owino, 2018).

Public participation is the hypothetical absorption of the people and organizations' attention and or interest in projects. Citizen participation further empowers and allows the residents to analyze, steer and gain assurance during project planning and execution (Chambers, 2012). It is deemed as comprising a "people first" paradigm shift which can

bear productive and lasting change (Mdunyelwa, 2018). It is perceived as enablement and or empowerment as well as essential for democratic governance because, it is characterized by people-centered management styles that avoid centralized, hierarchical decision-making (Doug, 2013). Citizen Participation is vital as it creates a sense of ownership in general, and creates new ideas which are resisted if they are forced on the people (Kivoto, 2016).

According to World Bank Report (2015), citizen participation and managerial ties are paramount for better performance by administrations as they enable the citizens to decide on and own their development agenda. This approach is acclaimed and applauded in some developed countries like UK, USA, India, and South Africa while similar energies have been expended in nurturing citizen participation in Kenya. County assemblies are new institutions in Kenya having been brought into existence and established by the Constitution which Kenyans promulgated and adopted in the month of August, the year 2010 (Kessy, 2013). The said Constitution necessitates the County assemblies to undertake public participation processes and programs when undertaking their core mandates of representation, legislation, and oversight. An understanding of these relationships is extremely important because the taxpayers of any country including Kenya allocate substantial financial resources to their decentralized government units for use in development programs.

In Kenya, some of these financial resources are allocated to County assemblies for the purpose of carrying out the public participation programs which should precede decisions that impact development and service delivery to citizens whereas, the

constitution makes provisions intended to achieve participatory governance. Devolution in itself cannot guarantee participation. First and foremost, it is necessary that suitable civic education and awareness is provided to the public to facilitate performance of their duties in the devolved governance. Several studies have found lack of capacity as a contributor to reluctance in participation by the public in the developing economies, owing, among others, to low levels of education, and literacy hence insufficient understanding of the policy processes (Anwaar, 2017). Thus, civic education is necessary and important. Consequently, participation and sustainable development are today fundamental and interrelated components of development. The Economic Commission of Africa, (ECA) (2004), has defined “participation” as a critical prerequisite for developmental sustenance.

The joint venture allows more logical decisions, thus empowering and allowing working supportively and in harmony thereby contributing to sustainable development. Participation promotes transparency. The Constitution makes citizen participation an essential pillar of governance. Articles 10, 174(c) and 184 (1) (c) echo public participation as constituting, the national values and principles, objects of devolution, and processes of governance as the foundation of the sovereignty of the people of Kenya.

The Constitution of Kenya, 2010 demands a transparent, accountable, participatory and inclusive system of governance. The County Governments Act, Kenya, 2012 and other facilitative legislations on devolution require county administrations to engage the public in policy making, in public fora and other legal responsibilities. The Senate and

the national assembly of Kenya are also bound by this requirement (CoK 2010, Article 232 (d). As a result, the emphasis on public participation is intended to reinforce constitutional gains hitherto made through the existing and previous laws.

1.1.4 Legal and Institutional Framework for Public Participation in Kenya

The promulgation of the constitution in August, 2010 occasioned decentralization of power from the central government that had existed since 1963. According to Kenya's 2010 Constitution, all sovereign power in Kenya belongs to the people and can only be exercised in accordance with the Constitution. Article 1 (1), (2), (3), and (4) also state that the people may exercise their sovereign power directly or indirectly through elected representatives, the sovereign power of the people under the COK 2010 is delegated to a variety of various organizations, including county governments' legislatures, the national government, the court, and tribunals. The Constitution established a two-tier devolved governance system comprised of the national government and forty-seven county governments that are separate but symbiotic and work on the basis of mutual consultation and cooperation (Kivoto, 2016).

Public participation is further amplified by Articles 10, 174(c) and 184 (1) (c) which provide public participation as constituting, the national values and principles, objects of devolution and processes of governance as the foundation of the sovereignty of the people. Additionally, the Public Finance Management Act (PFMA), 2012 at Sections 10(2), 35(2), 125(2) and 175(9) contain provisions on public participation relating to Chapter 13 of the Constitution of Kenya which Chapter deals with matters in respect of Public finance whereas, Section 125(2) PFMA mandates County Executive Committee

Members for finance to ensure that there is public participation in the budget making process while section 175(9) thereof states that an accounting officers of urban areas or cities shall ensure citizen participation during preparation of strategic plans and annual budget estimates. These accounting officers are also obligated to publish guidelines for the public participation. Further, the Urban Areas and Cities Act, 2011 also contains some elaborate provisions on citizen participation.

Citizen Participation meetings in counties are held in the various sub-counties (constituencies) with the aim of capturing the views of the citizens on the legislative and development agenda. However, citizen participation fora are impaired by apathy and they rarely yield the envisaged outcomes. Such fora are poorly attended by the locals who cite political ties, social ties and institutional challenges as some of the causes. It is the citizens' legitimate expectation to make sure that once decisions are made arising out of the citizen participation, the public should get some feedback on how their views, opinion and contribution have impacted the decision(s) made.

1.1.5 Public Sector Performance

In modern days, public administration is increasingly being characterized by reforms that focus on results. Governments the worldwide during the 21st century are adopting strategies aimed at performance improvement. The key focus on performance management is the aspect of public administration (Pollit & Bouckaet, 2011). For the governments to post reasonably satisfactory performance they have the obligation to endear themselves to the citizens in order to be re-elected to an office where democratic governance exists; and where individuals have to compete for the elected positions as is

the case in Kenya. According to Hope (2012), Public sector reforms are recurrent policy objectives for many developing countries. In Kenya, these reforms are aimed at overhauling existing administrative systems to improve service delivery reduce poverty, improve livelihoods, and sustain good governance. The need to achieve satisfactory performance implies that a different and more responsive managerial approach to government affairs is necessary in order to improve both efficiency and effectiveness. In accordance with CoK, 2010 the performance of a legislative organization, such as Kenya's county assemblies is measured by oversight over the executive, representation of citizens and legislation by members of the county assembly (MCA). Managerial ties are critical and vital in this study as they explain how performances of organizations influence the government organizations such as Kenyan county assemblies hence creating a need for more empirical investigation.

1.1.6 Performance of County Assemblies in Kenya

County Assembly duties are managed in a manner that empowers County Assemblies to fulfil their mandate. Their duties constitute the agenda of County Assemblies, also referred to as Orders of the Day, which are contained in an Order Paper for each sitting. The day's orders are disposed of through Standing Orders; these works are provided for by custom, practice and statute in the execution of county assembly's mandates with the quality and the quantity of such work depends on the existing calendar of the county assembly. The proceedings of a County Assembly, on the other hand, comprises the activities at the Assembly's chambers from the moment it is duly assembled, for instance when the Hon. Speaker takes the Chair of the County Assembly.

The Constitution of Kenya, 2010 creates forty-seven Counties each with its own elected government. Each of the County Government according to the constitution exercises executive and legislative authority including the concomitant mandates and powers enabling raising limited revenue, formulating policies, planning, and budgeting. A County Assembly is the forum through which the people, custodians of sovereign power participate and oversight county Executive in execution of their respective mandates. Citizens are putting increasing pressure on county governments across the country to show that the resources received in the form of taxes are being put to good use. Increasingly, governments are also being pressured to be accountable to the electorate for the promises made when seeking office (Kivoto, 2016).

Furthermore, citizens are increasingly demanding transparency and accountability for the impact of government interventions on improving citizens' quality of life. Paradoxically, governments' resource envelopes have not expanded to keep in pace with citizens' demands thus prompting calls for governments to "do more with less." The beginning of performance management in the Economic Recovery Strategy (ERS) and wealth as well as employment creation initiated by the Government of the National Rainbow Coalition (NARC) from 2003 to 2007 saw the coalition government establish avenue for reversing the negative economic growth trajectory that had triggered poverty and unemployment. The ERS was anchored in good governance under a democratic republic and the rule of law as the foundations of economic growth. The ERS specifically and clearly identified key infrastructural, institutional and sectorial policy measures and programs that were to be pursued by the government in a 5-year period to

achieve the desired economic recovery, grow wealth, create employment and reduce poverty.

According to Article 185 of Kenya's 2010 Constitution, the legislative authority in County Government is exercised by the County Assembly. This authority extends to enacting any legislation required for the effective performance of the county government functions. Further, these assemblies may exercise oversight over the County Executives. They are also empowered to approve policies and plans needed for the governance and utilization of the County's resources and facilitation of the county infrastructure and institutions among other responsibilities.

1.1.7 Linkages of the County Assemblies with other Actors

The county assemblies are expected to maintain healthy and progressive interrelationship with the County Executives. For instance, the County Executive and County Assembly can conduct successful workshops aimed at promoting collaborative working for delivery of services to the citizens. This is a custom that enables the county assemblies to enhance performance. The Speaker of the county assembly sustains and maintains partnerships with other external bodies including the County Assemblies Forum (CAF). This is an area of progress many County Assemblies are committed to play. However, County Assemblies also seek technical as well as financial support through the managerial ties from various donors for instance: USAID through the Kenya Transition Initiative office which gave Assemblies grants to support strategic planning, and strengthening of various committees and build human capacity. In

addition, the ICJ Kenya finances and has financed review of the standing orders for many sub-national legislative.

The Kenyan constitution like many in other federal systems is founded upon the theory and concept of two or more levels of government that combines elements of “self-rule” for the county governments with the “shared rule” for nationwide matters or responsibilities. This combination produces levels of government that have a measure of autonomy with divided and separated powers and functions. Intergovernmental relations are necessary mechanisms for managing potential tensions, conflicts and threats in order to ensure coherent governments that deliver services to the nation through the two levels of government (Derek, 2015).

Comparative studies in Argentina, Brazil, Spain, Australia, Canada and in the USA indicates that the manner in which functions and powers are assigned to different government levels may create a loose dichotomy between dualism and integrated devolved systems. In dualism system, both the national government and the regional government have a full set of institutions such as the legislative and executive arms and can enact and administer their own legislative programs in their legislative spheres and or entities. A good example of the dualism system is the federal system that is integrated by the sense that governments of the constituent units implement their own laws and any other laws enacted by the national government (Mcloughlin, 2014).

Integrated system of government is practiced in Austria, South Africa, Germany and Switzerland. Here in Kenya the devolved system enables county governments to implement not only their own county assembly legislations but also national assembly

and senate of Kenya legislations, but when the system is fully analyzed it will be realized that devolved system in the country is a hybrid of dualism and integrated system. Owing to the two systems of government, managerial relations become critical for effective operations of the governments. Intergovernmental relations in presidential model system of government as practiced in Canada and Austria tend to emphasize executive dominance due to the fact that legislative processes and programs are controlled by the executive. The executive negotiates most of the intergovernmental deals by securing legislative approval of the deals (Todtling, Bosire, & Eysin, 2015).

1.2 Statement of the Problem

Managerial ties can play an important role in addressing challenges encountered during the legislative, representative and oversight roles of the county assemblies in Kenya. Libendi (2017) found capacity gap comprising knowledge and skills needed by MCAs to make laws and significant proportion of the County bills which are drafted by County assembly employees since Members of County Assemblies (MCAs) lack the requisite capacity to prepare such bills. Additionally, at the institutional level, lack of information resource center to support knowledge building capacity was another drawback (Libendi, 2017). This challenge curtails the use of evidence in decision making and bills passed in County Assemblies. According to Kenya Institute of Public Policy Research and Analysis (KIPPRA,) County assembly managers are challenged by lack of data yet Counties require data to make decisions (KIPPRA, 2017). The Kenyan 2010 constitution of Kenya breaks down the aspect of devolution into the Executive comprising the County executive committee led by the Governor which is responsible

for all the administrative duties; and the county assembly which consist of all elected and nominated MCAs and their responsibilities including but not limited to legislation, representation and oversight mandates (CoK,2010).

Devolution is thus an essential governance pillar that seeks to bring good governance and resources closer to the people at the grass roots (lowest levels). However, the Counties continue to face various challenges including weak and uncoordinated planning and execution, misallocation of the available financial resources and inadequate capacity to execute devolved functions (Ondigi, 2014). Within the Counties, issues including the need for better planning, strong performance management frameworks; improved quality of county leadership, strengthening public participation in project identification, planning and execution are prevalent (Muli, 2014). To overcome the above challenges county government managers, need to play a critical role to improve performance of devolved governments (Wahinya, 2020).

Additionally, as per the Kenyan constitution 2010, the performance of county assemblies has received unfavorable rating with regard to representation, oversight and legislation ((Mwangi & Murigu, 2015). For instance, on the representative mandate of the County assemblies, both the print and electronic media are awash with complaints from the electorates to the effect that they have not seen or met with majority of the MCAs in their respective wards for purposes of consulting on matters affecting the citizens and which matters need to be taken up by the MCAs and presented to the County assemblies for appropriate redress (Akala, 2019).

According to the Constitution of Kenya 2010 a county assembly, may exercise oversight over the county executive while respecting the principle of separation of powers (Article 185 (3)). The purpose of oversight by county assemblies is to ensure achievement of devolution objectives as stipulated in Article 174. This can be achieved by promoting democratic and accountable exercise of power, protecting and promoting the rights and interests of minority and promoting development and the provision of services throughout the Republic of Kenya (CoK, 2010).

The oversight role of county assemblies ensures efficiency and effectiveness of service delivery in the counties. Making reports and recommendations on various county government projects and policies. Ensuring the needs and priority of the county residents are met and lastly holds the county executive towards implementation of its own plans and policies. Regarding the oversight over the executive arms of the County governments, whereas it is legally provided and appreciated that the first line of oversight over the executive arm of the County Government ought to be done by the County assemblies before the matter proceeds to the Senate, the Audit reports of 2018/2019 financial year in Kenya have demonstrated that colossal amount of money allocated to the County Executives for recurrent and development expenditure were either lost and or misused and that the County assemblies were not able to prevent the loss or misuse of the said funds in the exercise of their oversight mandate (Republic of Kenya, 2019).

The loss and misuse of the public funds has led to a number of arrests of County Executives Committee members and the governors and have been arraigned before courts and charged with corruption and economic related crimes, and abuse of office as was the case in Kiambu, Nairobi, Tharaka Nithi and Samburu Counties. Recently Nairobi county government was in the news for all the wrong reasons which include infighting among MCAs and irregular awarding of tenders and giving of kicks backs to the governor by companies awarded tenders, failure to meet own-source revenue targets by City Hall since the advent of devolution in 2013 (Omulo,2019). The Nairobi County Government was also condemned for delay in enacting Finance Bill hence contributing to poor performance of the government in the terms of collecting own- source revenue. All these challenges point out to the poor performance and management of the devolved units in Kenya.

Despite several studies having been carried out on how managerial ties relate to performance by various researchers in several firms and organizations such as (Gay, 2013; Chepngeno, 2015) limited research has been carried out to determine the influence of managerial ties comprising social, institutional and political ties on performance of County assemblies in Kenya; and indeed in government organizations elsewhere. Further, though managerial ties have been shown to positively impact performance in other jurisdictions, its relationship with performance in legislative organizations has received less empirical study and attention, particularly in Kenya.

Specifically, it was not clear what ties existed in the sub-national legislative assemblies and how these ties relate with performance of the county assemblies in Kenya. There is also limited information on managerial ties and their effect on performance of the county assemblies in Kenya and consequently, a knowledge gap existed which this study sought to bridge. Therefore, the study attempted to answer the questions: what is the influence of managerial ties on performance of County assemblies in Kenya? And, what is the effect of citizen participation on the relationship between managerial ties and performance of county assemblies?

1.3 Objectives of the Study

The general and specific objectives of this study were as follows:

1.3.1 General Objective

The general objective of this study was to determine the influence of managerial ties on the performance of the county assemblies in Kenya and how citizen participation affected the relationship.

1.3.2 Specific Objectives

- i) To determine the influence of social ties on performance of the County assemblies in Kenya
- ii) To Investigate the influence of institutional ties on the performance of County assemblies in Kenya
- iii) To assess the influence of political ties on the performance of County assemblies in Kenya

- iv) To determine the moderating effect of citizen participation on the relationship between managerial ties and performance of the County Assemblies in Kenya.

1.4 Research Hypotheses

H₀₁: Social ties have no statistically significant influence on performance of the County assemblies in Kenya

H₀₂: Institutional ties have no statistically significant influence on performance of the County assemblies in Kenya

H₀₃: Political ties have no statistically significant influence on performance of the County assemblies in Kenya

H₀₄: Citizen Participation has no statistically significant moderating effect on the relationship between managerial ties and performance of the county assemblies in Kenya. Rampant

1.5 Scope of the Study

The study was confined to 46 County Assemblies in Kenya which were established after the promulgation of the Kenya 2010 constitution and March 2013 general elections, the first general elections in Kenya under the CoK, 2010 which had a two-tier system of government consisting of the national government on top and the county governments at the lower tier. The constitution created three new elective posts as stipulated in the 2010 constitution. These new posts under the devolved system are the Governor's office as the county boss on top, the senator representing the county at the senate level and the MCA representing the ward at the county assembly.

The study covered the variables; political ties, social ties, institutional ties and the moderating variable public participation and its effects on the performance of county assemblies. The study was concerned with the two categories of the managerial ties namely vertical and horizontal as well as three aspects or types of the managerial ties namely the social, institutional and political ties. The performance of County assemblies was considered in terms of the representation, oversight and legislation roles. The study was carried out seven years after devolved system came into effect. Data was collected between March and July 2020.

1.6 Significance of the Study

The findings of the study are important to county governments and the policy makers as they provide knowledge on the nexus of managerial ties, citizen participation and performance of county assemblies in Kenya. This enables the counties management to take appropriate policies and decisions that would enhance accelerated development in the counties. This study is also hinged on the implementation and control phases of the strategic management processes. It adds to the strategic management empirical knowledge by clarifying the relationship which exists between managerial ties and performance of county assemblies which will in turn guide managers as they implement their strategies in their various organizations. Managerial ties in recent times have been considered important for the survival of devolved units as well as plugging the gap of under representation.

Devolved system was adopted in Kenya in order to bring access of the public services very close to the electorates and the promotion of democracy and accountability and further in ensuring equitable distribution of resources. In order for the above to be attained proper framework must be put in place and an enabling environment created for its actualization. County assembly managers namely the; Speaker, the clerk and the Deputy clerk plays a pivotal role in management of the county assemblies. Further, findings of this study is significant to various consumers of information who include but not limited to county governments policy makers and developers such as governors, MCAs, county executive and assembly employees, citizens, university students, researchers and other devolution stakeholders like the world bank as the study has facilitated the stakeholders to consult, collaborate, network and co-operate in coming up with policies, projects and plans that have improved on the performance of the county governments in Kenya.

1.6.1 County Employees

Support staffs are non-executive employees of any entity. They make up the biggest proportion of the workforce and play a critical role in the success of any entity. In organizational structures, the staffs occupy a position which is below the supervisory level. They are the ones who physically execute tasks in an organization and implement the plans, policies and programmes created and made by the management. The performance of the organizations will depend on the efficiency and effectiveness of the workers in performing their tasks. Good performance being one the determinants of success in any organization, the findings of this study will motivate the workers and

help to address performance gaps to ensure the success of their respective county assemblies in terms of overall performance and further facilitate the MCAs to perform their mandates of oversight, representation and legislation. The county assembly managers will also know the gaps that exist in their staff working under them and come up with policies aimed at addressing the performance gaps and inequities.

1.6.2 Managers of County Governments

The county government managers should provide leadership in governance and development. This is achieved through promotion of democracy and good governance. Performance is a continuous process aimed at achieving set goals and objectives. Therefore, the county managers should provide strategic direction and instill the organizational values. The study helps those in management and policy making positions to formulate strategic development projects, policies and plans that address governance drawbacks facing devolved governments in Kenya. Specifically, the study highlighted areas of management that hinder effective implementation of devolution. The findings of the study will be documented and accessed in various forms with hard and virtual by among others the policy makers and the implementers of Kenya development blue print vision 2030 to aid the country attain its desired middle-industrialized economy status. Therefore, the study aims shedding light on whether county assemblies are meeting the threshold of international best-practice in management. Thus, the study points out managerial ties areas of weakness that require strategic shift of policy to enhance performance of county assemblies and make devolution a success.

1.6.3 Academia and Research Institutions

The finding has contributed to the relatively scarce body of knowledge on performance of county assemblies in Kenya thus, providing insight on performance of the devolved units. This in turn has aided Kenyans in assessing the merits and demerits of the bold decision they made in the year 2010 of amending the then existing constitution. Managerial ties are a new management concept that originated in China and Asian countries that is gaining momentum the world over. Currently there is no documented research that has been carried out in Kenya and the African region at large dealing with the management aspect of managerial ties. Therefore, based on the findings of the research, the academicians and researchers have gained deeper understanding of application of managerial ties and its effect in an organization. Thus, the study will inform the bottlenecks and shortcomings arising from the 2010 constitution implementation especially on the devolved functions.

1.7 Limitations of the Study

In the conduct of this study, some limitations were encountered and suitable mitigation measures implemented to ensure that the outcome of the study was not compromised. There were difficulties in accessing top level management of the County assemblies owing to their busy schedule and this hampered getting timely information from the respondents who had broad knowledge on matters legislation, oversight and representation. The Challenge of accessing the top-level management in county assemblies was solved by posting online the questionnaires to the respondents and according them reasonable time to respond to the questions. This aspect of posting the

questionnaire was preferred because it saved time and resources that would have been spent in traversing the vast geographical terrain to access the respondents. This Challenge was addressed by the use of google link to post questionnaires to the respondents.

In addition, the study was carried out when there was global pandemic of the covid-19 that had restricted the movement of people from one county to the other. Thus, it was not possible to visit the respondents and deliver the questionnaires to them for the purposes of data collection. However, the period of time allocated and accorded to the respondents was reasonably adequate to respond to the questionnaires freely and in no haste as well as to ensure that the receipt of and subsequent work on the questionnaires did not interfere with the respondents' official duties and responsibilities.

1.8 Justification of the Study

County assemblies in Kenya were established after the promulgation of the new constitution in the year 2010 and after the 2013 general elections. A variety of studies have been conducted, ranging from variables affecting devolution to problems that obstruct the amended constitution's successful implementation. This study deviates slightly from the other studies in that it is looking at the managerial ties aspect of managing county assemblies in Kenya. Additionally, county assemblies are led by managers who are entrusted with the task of ensuring that devolution becomes a Panacea to the peoples existing problems. Devolution has for a long time been touted as the backbone of the Kenyan economy and further as a means of uplifting people out of poverty.

County assemblies in Kenya are predominantly concerned with oversight, representation and legislation. They constitute the law making - organs of the county governments. County Assembly Members are entrusted with making legislative, oversight and representative decisions in the Counties they serve but it has been established that they lack capacity in terms of skills to enable them implement such roles. Among the challenges faced by the county assembly members include low capacity in making laws and utilisation of evidence and poor relationships between County executives and County assemblies as well as the human capacity gaps (Libendi, 2017). This study is therefore important to management of County assemblies in Kenya because it has clarified the effect of citizen participation and managerial ties vis-à-vis performance of the County assemblies in Kenya. This study was there aimed at investigating the effect of managerial ties and its effects on performance of the sub-national legislative institutions in Kenya.

1.9 Assumptions of the Study

This study assumed that the data that was provided by top management of the County assemblies was honest, truthful and current. This assumption was valid because upon assuring the respondents of the confidentiality and that the data collected was to be used for academic purpose only and basis of their responses, they were able to freely respond to the questionnaire. In addition, there was an informed consent where they were allowed to abandon the study at any time and without any repercussions.

Further, it was assumed that the measures of variables adequately loaded on the constructs that were studied namely managerial ties, performance and citizen participation of the County assemblies in Kenya. Finally, the study assumes that all Counties in Kenya have implemented similar strategic measures of performance characteristics and there is close relationship among the Counties in Kenya. This was a valid assumption because the measures were underpinned by the theories and the items measured were tested for validity and reliability using Cronbach alpha and confirmed to be appropriate measures of the variables.

1.10 Delimitations of the Study

Delimitations of the study are the boundaries that are employed in the study. The study was confined in Kenya. The study mainly targeted the managers of county assemblies who are mainly and involved in day to day management of county assemblies. Though the senators and MCAs are involved in the affairs of county assemblies they were not involved in the current study as among the respondents because they are not involved directly with management of the county assemblies. The Speakers, Deputy Speakers, Clerks and Deputy Clerks are the managers involved in management. The Deputy Speakers were omitted in the Study because during the period under the study the Deputy Speakers post had been declared illegal by the High court. The first term speakers, clerks and deputy clerks were also not involved unless those serving under the second term. Online questionnaire was used to collect data in the vast geographical coverage.

1.11 Operational Definition of Terms

Citizen Involvement: This is a process where the citizens; residents and non-residents of a County have a voice on the public policy decisions.

Citizen participation: This term refers to a situation or process where citizens take part in the planning, implementation and giving feedback on the County and/ or national government activities.

Citizens: These are the members of a devolved unit, that is county, who collectively form the public.

County: A geographical area legally demarcated within a country as a local entity, working in tandem with national government to provide services to the citizens.

County assembly: This is the legislative arm of the County Government responsible for making laws, representing the citizens and carrying out the oversight role over the county executive and it comprises an elected speaker, clerk, members of county assembly and support staff.

Devolution: This is a system of delegation of authority from a central authority to an integral body or a government in a local region giving feedback for services offered.

Institutional ties: Institutional ties are networks, links or relations between the organizations and other external organizations, for instance the county assemblies in Kenya and the Parliament of Kenya.

Legislation: This is the process of preparation and enactment of laws by county assemblies through their law-making process and mandate.

Managerial ties: These are the executives' interpersonal contacts with external entities which play a critical influence on organizations' strategies and may constitute sources of innovation and good performance in organizations.

Oversight: Oversight is the process of checking and ensuring that public resources are being utilized well and for intended purpose, that is, in the right and legally provided manner. The role of oversight at the counties in Kenya is shared between the Senate and County Assemblies.

Political ties: Political ties are individual connections, relations links or networks with officers at various levels of governments or other political organizations and entities.

Performance of County assemblies: Performance is the actual output measured against an intended output. The performance of the county assemblies is the evaluation of the work done by the county assemblies within a certain period as per the assemblies' legally provided mandate and calendar of activities. Performance of the county assemblies is measured by many parameters like the number of bills passed by the MCAs within a certain period, projects and programs oversighted by the MCAs, and the number of reports written and considered by the MCAs and number of petitions received and responded to by the county assembly.

Representation: This is the extent to which MCAs present and articulate the issues affecting the electorate in the County Assembly for necessary policy directions or law making purposes.

Resources: These consist of all assets, capabilities, organizational processes, and skills controlled by the County that enable the county to realize its objectives. Resources can be either financial or non-financial or both.

Social ties: A social tie is a link, relation, connection or network between the managers of the organizations and other external actors. It is a valuable resource to organizational performance as it promotes togetherness and hence productivity in the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The focus of this chapter is on the literature review, which encompasses theoretical review, empirical review of the study variables, review of existing literature, and research gaps identified, theoretical framework, conceptual framework as well as operational framework. The chapter aims at finding out what other researchers have found in their studies on related areas. Journals, books, academics papers, conferences reports and print media articles as well as other relevant publications have been reviewed. The review of literature is aimed at identifying the gaps which this study targets to bridge.

2.2 Theoretical Review

The theories underpinning this study are discussed in this section. According to Armstrong (2016), a theoretical framework affords a researcher a lens with which to view the world. It provides a basis for anchoring the variables of a study. An established fact that attempts to provide a credible explanation of a cause-and-effect relationship among/between groups of observed occurrences is referred to as a theory. The following theories provide the foundation for this study.

2.2.1 Social Learning Theory

Social learning theory (SLT) was developed in 1963 by Albert Bandura who argued that learning occurs through modeling, imitation or observation; thus, it can be attributed to response on environmental stimuli (Harinie, 2017). In his experiments, Bandura demonstrated that children imitated the behavior of the adults (Melo-Dias & Silva, 2019). If the adults acted violently, children also acted violently towards the dolls. On the other hand, children who witnessed the non-violent behavior were less aggressive to the dolls.

Behavior learnt can be reinforced through rewarding that will make it more likely to be repeated. External or internal motivation, as well as negative and positive traits, can all be used to reinforce behavior. The most important thing in SLT in this study is its ability to reward positive qualities that enhance performance. Bandura identified four processes that are critical in learning that he termed; attention, retention, reproduction and motivation. Attention is a key aspect of learning in the sense that a role model can influence other people to imitate his behaviour. The experiments led Bandura to conclude that children learn social behaviors such as violence and aggression by observing behaviors of the adults. Behavior change is achieved through learning and learning can be acquired through experience.

Unlike the behavioral theories that argue that learning results in behavior changes, social learning theory argues that learning does not always result in behavior changes (Archee, 2012). In the public sector scenario, people with diverse individual interests share their views in the public fora hence integrating to form shared public interests.

During such fora, people tend to learn from others on various issues such as solutions to social problems and the problem perceptions. Through the interactions in the social settings, learning occurs which can influence in the decision making due to the generation of technical and social skills and new knowledge (Laughlin, 2010). Through sharing and reflecting of experiences, values and ideas, the electorates are able to solve particular issues such as utilization of public funds and transparency; hence enabling the stakeholders such as county and national government to reach consensus and or make decisions on various issues. The SLT was important in this study because it explains the roles of the social ties, political ties and citizen participation on the performance of county assemblies in Kenya (McLead, 2016).

Though SLT has been hailed as capable of explaining complex behavior it is incapable of explaining how human beings develop a whole set of behaviors including how thoughts and feelings are developed. People have been found to have cognitive control over behavior. In a nutshell social learning theory is incapable of accounting for why people are unable to copy negative attributes of adults. SLT supports the study in the sense that leaders tend to socialize and, in the process, they develop social ties through sharing of experiences and the best managerial practices. Additionally, SLT puts a lot of emphasize on the influence of the environmental factors as the major influence of behavior. Behavioral change cannot be exhaustive by nature and any attempt to downplay this underestimates the complexities associated with human behavior. More often than not behavior is greatly influenced by social interactions amongst people and in the process, they develop social ties that may also result in behavior changes. SLT

cannot give a full explanation to explain all behavioral change and especially in cases where certain behaviors are learnt and role models are there for the learners to imitate (McLead, 2016).

The results of the study found a correlation between social ties and performance of county assemblies. The results suggested that there was significant linear relationship between *social ties* and performance. The findings underscore the importance of SLT in learning through sharing of experiences with leaders in management of county assemblies. In a nutshell SLT posits that people learn from each other through sharing experiences which has been found to positively influence performance of county assemblies. Therefore, SLT can be utilized to teach people and especially our county managers' positive behaviors that can be emulated to spur development through improved performance. Social learning theory can be used to explore and appreciate ways that positive role models can be used to inspire proper conduct and assist societal change (Archee, 2012).

2.2.2 New Public Management Theory

New public management (NPM) was introduced in an attempt to help in streamlining the running of the public service organizations at all the levels of the government (National and county governments in the study). NPM was first introduced in the United Kingdom and Australia by the academicians in an attempt to improve the management of the public service to look like a business enterprise and improve efficiency and effectiveness in a private like sector model (James, 2015). The private sector primarily focuses on “customer service” and in this study the citizen are the

customers to whom service is delivered. Under NPM the national government focuses on giving the county governments' freedom of delivering public service to the people at the grass root level.

This theory emerged in 1980s in an attempt to improve the delivery of government services. According to Levy (2010), during this era, the government institutions were viewed as inefficient, undemocratic, and ineffective; thus, they were not considered as effective organizations. One of the primary measures that the governments adopted to improve efficiency and gain the public support was outsourcing (Levy, 2010). However, outsourcing led to the concerns of corruption and politicking the processes. Corruption is a major issue affecting devolution in Kenya. According to the auditor general report of 2018, counties have created humble opportunities for corrupt practices in county due to involvement in public contracting, implementation project and employment. These areas have been identified as areas where corruption is rampant (Gige & Busolo 2019; Fornshell 2018). According to transparency international 2019, county governors' status report identified bribery as the main source of corruption in county government. Ethics and anticorruption survey report 2018 identified bribery as the major corruption avenue when seeking services in county government offices.

Osborne and Gaebler (2012) developed ten principles that constituted new public management approach. The first principle was responsibility of focusing the delivery of services in solving various issues that bedeviled the public. The second principle states that the government should be community based that is performing the role of citizen empowerment to encourage self-governance. This principle means that the citizens have

the responsibility of being involved in resource allocation decisions hence the imperative for their participation in all decisions that affect them through citizen/ public participation processes. The notion of citizens' engagement is applicable in this study because the citizens are invited to give their views on the matter's governance. The Kenya constitution provides that citizens participate in the matters concerning and/or affecting them.

The third principle relating to the New Public Management Theory is the competition. According to this principle, competition is good because it enhances the provision of quality services. The citizens are encouraged to provide better solutions to the provision of the public goods. In the study context of this study, the principle can be applied to indicate the competitive tendering process for the provisions of various services such as water and sanitation (Miller & Dunn, 2010). Miller and Dunn (2010) posit that competition in the public sector can be interpreted to mean competition among the government units so as to offer original ideas or solutions, and also competition among the employees to fulfill their responsibilities and thus result to improvement in the performance.

The fourth principle under which the new Public Management Theory is anchored is that the governments should be guided by the missions. Most of the government departments are guided by the mission, goals and objectives that enable them to periodically assess their performance. The fifth principle is that performance of the government departments should be judged by accomplishment of the set objectives and the results they generate. The sixth principle regards citizens as the customers of the

public goods. In this regard, citizens have the right to choose between the differentiated and competing approaches that could be adopted to provide particular public goods (Miller & Dunn, 2010).

The seventh principle buttressing the New Public Management Theory argues that resource allocation to the public agencies is based on the value contributed by the elected officials to the public goods. This notion means that the elected officials compete based on their provision of the public goods to the electorates. The eighth principle relates to the focus on prevention of problems; rather than curing them. The ninth principle concerns the maximization of the public participation in the decision-making process. This means that the public institutions should adopt an anti-bureaucratic and anti-hierarchy approach, to encourage the public participation. The tenth principle involves use of market-based approaches and leveraging the market forces to enhance the provision of services (Miller & Dunn, 2010).

The new public management theory requires open and free society to ensure that all its principles are applicable (Levy, 2010). However, in developing countries such as Kenya, citizen participation is minimal, for instance a survey by Uraia in 2017 indicated that 60 percent of the respondents have never attended a meeting to discuss the affairs of their County governments. The non-participation of the citizens in the matters affecting them is caused by among others lack of awareness, lack of time and the venue proximity. It is also important to appreciate that upon promulgation of the CoK, 2010 which obligates each and every public entity to conduct citizen participation before any decision affecting or likely to affect the citizens is made and implemented, some of our

existing legislative institutions, to wit, the county assemblies, senate and national assembly have not put in place necessary and requisite legal, regulatory and policy frameworks to guide the counties and our country on citizen participation.

As at the time of carrying out this study a number of the county assemblies had not enacted any law or regulations to guide their county citizens on how to guide their county citizens on how to conduct public participation whereas the national assembly and senate of Kenya had not at the national government level, enacted any law to guide the citizens of the Republic of Kenya on matters to do with conduct of citizen participation. Thus, it leaves a lacuna in the minds of the right-thinking citizens of Kenya as well as scholars to visualize what constitute an effective and efficient citizen participation processes and programs in the absence of any legal regulatory and policy frameworks to guide on the conduct and outcome of the citizen participation. In Kenya, despite the principle of citizen participation having been expressly provided for and emphasized by the constitution which has been agreed to be the supreme law of the land, the senate and the national assembly have not frequently and regularly facilitated the citizen participation processes and the programs to take place outside the city of Nairobi.

In the course of considering various legislative proposals which are legally referred to as (Bills) senators and members of parliament many times hold public participation within the Nairobi city for at most two days in a hotel where they invite the members of the public to avail themselves and present their views and opinion as well as memoranda in respect to the bill or bills under consideration. Thus, very few members

of the public avail themselves for such public participation forums due to proximity of the venues and lack of facilitation in terms of subsistence allowances and transport to and from the venue of the citizen participation event thus contributing to development of apathy by the citizens.

At the counties majority of the county assemblies encourage the MCAs to undertake citizen participation events at either sub-county and or ward levels. This has attracted and motivated many members of the public to come out and participate and give out their opinion and views on various legislative proposals under consideration by county assemblies. However, on the breakout of the covid-19 (corona virus) pandemic in Kenya in the Month March 2020 all the legislative institutions in Kenya namely the senate, national assembly and the 47 county assemblies adopted what was commonly referred to as “the new normal” and discouraged the senators, members of the parliament and MCAs from physically going out and interact with the members of the public in the course of conducting the citizen participation programs.

During the Covid-19 pandemic period the senate, national assembly and the county assemblies prevailed upon the members of the public, though paid up newspaper’s advertisement, to prepare and present written memoranda in respect of the bills under consideration to the legislative institution within the period prescribed by the newspaper advertisement. This drastically reduced the number of people who participated in the citizen participation programs and processes. Consequently ineffective and inefficient citizen participation programs and processes have contributed to public outcry is so far as recognition, acceptance and ownership of projects and legislations is concerned and

also has heightened the number of suits that is cases, in our courts of law challenging various projects done and legislations enacted in the counties. Further, lack of public participation or insufficient, ineffective citizen participation processes both at the county assemblies and county executives led the citizens to develop suspicion against their respective county government` managers in respect to prudent utilization of financial resources shared out to the county government by the national government in form of annual exchequer releases and the grants made to the county government by various development partners and other stakeholders.

NPM has been criticized because the ideas that are employed by NPM have spread globally and many nations have introduced reforms that find backing in the theory. NPM does not have a definite set of measures that can be employed in the management of organizations. In addition, NPM does not have a definite definition of its own nor does it have its own philosophical base (Denhardt & Denhardt, 2011). The set of knowledge and managerial skills mostly imported from the private sector has been contested on the principles that the public and private sectors are not similar and therefore cannot be compared and the theory is incapable of being applied in the public sector in its totality.

The key difference emerges in the objectives by the fact that the private sector is profit oriented while the public service aims at service delivery to the citizens. The public sector has also been found to have regulations to restrict and instill punishment when things do not go as planned in the market economy. In addition, the employees in the private sector work on contractual basis where the renewal of the contract is based on

performance while in the public sector employees work under the contract of permanent and pensionable terms and this has been claimed to be among the factors hindering effective service delivery in the public sector and effective application of NPM.

The NPM theory has also been criticized for lack of comparable data to be used to compare the performance in the public and private sector using similar methodology. NPM has been found to have achieved some success in public sector where it has been applied despite the high cost and the controversial results that have been achieved. Attempts that have been tried to minimize the cost under NPM in the public sector has damaged the organizational structure and capacity to maintain high quality service delivery and creativity in the public sector (Miller & Dunn, 2010).

The policy has also been found to focus more on short term benefits as opposed to long term effects aimed at addressing the new demand emerging from changes in the society due to changes in technology and globalization. Despite the criticism labelled against NPM academic practitioners argue that NPM movement will continue in future because failure to use NPM will revert the organization back into the old public administration and will hinder the benefit that could accrue by its application (Daft & Marcio, 2014).

NPM has wide application under the study because it is reform oriented in the public sector and therefore underpins the variable political tie. Devolution was introduced in an attempt to streamline our politics by introducing a lower tier of the government at county level. Devolution addresses marginalization of smaller communities and equitable distribution of resources and therefore application of NPM is meant to address the gaps of the shortcomings of skewed allocation of resources and representation

(Morales, 2014). NPM is meant to bring effectiveness and efficiency in management of county assemblies that will ultimately end up improving performance of county assemblies.

2.2.3 Institutional Theory

Institutional theory (IT) was formulated by Burger and Luckman in 1967 who postulated that social reality is a human construction created through interaction. IT is used as an approach of understanding organization management practices as a product of social rather than economic pressure. IT has become a popular perspective as derived from social rather than pressure of the economy. IT is popular in organizations because of its ability aimed at explaining organizational behavior. The theory has been applied in managerial innovations that have brought efficiency and effectiveness in organizations (Sukharev, 2015).

IT explains how the organizations respond to various institutional pressures in the surroundings (Sakharov, 2015). According to institutional theorists, the developments of formal structures are influenced by the institutional rules than market pressures. Institutional rules are societal build classification that are interpreted or reciprocated by organizations in attempt to increase legitimacy and prospects for survival. The organizations tend to legitimize the technical structures than enhancing efficiency. When the structures are legitimized by many organizations, they reach levels that are considered as a norm; hence failure to adopt them is seen as negligence or irrational; therefore, new organizations tend to adopt the structures whether they improve the

efficiency or not. Some of the structures that have been legitimized due to the use by many organizations are organizational roles, procedures, job descriptions, and job titles. The acceptance of established structures may have reputational benefits because the public regard the organization to be operating in good faith (Sukharev, 2015). However, according to Sakharov (2015), these structures may reduce efficiency and hinder the firms from adopting structures and strategies that increase competitive advantage. Sakharov (2015) narrates that legitimacy is mainly focused on the shareholders such as general public, regulator, financiers, among others.

According to institutional theorists, the organization`s structures and characteristics are modified to enhance compatibility with the environmental characteristics. Therefore, the county governments are obligated to make changes to ensure that the institutional structures and process are compatible with social perceptions, regulations, technology, among other environmental factors. There are many laws and regulations which aid and facilitate the county assemblies discharge their mandate of legislation, representation and oversight. Such laws and regulations are either promulgated and enacted by the respective county assemblies, national assembly and or senate. Some of the laws and regulations include the constitution of Kenya 2010 the county governments Act 2012, the county assemblies` services Act 2017, the PFM Act 2012, the standing orders enacted by every county assembly and the various national government manuals and circulars on diverse operation matters. County assemblies operate through some formal structures namely committees and boards.

The committees are regarded to as the engines of the county assemblies. The county governments Act 2012 and the standing orders of the county assemblies` obligates and mandate the county assemblies to constitute various operational and functional committees which are classified in three broad categories, namely the secretarial committees, select committees and housekeeping committees.

The secretarial committees are the committees which are seized of the mandate to oversee and deal with operations, all matters and issues concerning the corresponding county executive departments, for example the secretarial committees of the county assembly on agriculture would oversight and deal with all matters pertaining to agriculture through the county executive department of agriculture while the county assembly`s sectoral committee on water would oversee the county executive department of water and water related issues. Most of the county assemblies in Kenya have sectoral committees to address devolved functions such as water, agriculture, roads, education (preprimary and village Polytechnics), health, sports and sporting activities, labour and social welfare, transport and public works, trade, tourism, co-operative, land, economics, physical planning, technology, vocational training, justice and legal affairs, as well as environment and natural resources.

The select committees of the county assemblies are committees such as the county budget and appropriations committees, county public accounts and investments committees, implementation committees and committees on delegated legislations. The select committees do not have corresponding departments at the county executive level. They deal with other functional and operational issues which arise at the county

executive arm of the county government but mainly on oversight as well as representative and legislative aspects; for example, the county assemblies' select committees on budget and appropriations are mandated by the standing orders of the respective county assemblies to among others investigate, inquire into and report to the county assembly plenary settings on all matters relating to coordination, control and monitoring of all governments' budgets in addition to reviewing and discussing the budget estimates for the county government with a view to making appropriate recommendations to the respective county assemblies for further and appropriate action. Housekeeping committees are committee's *sui generis* which aid and facilitate the county assemblies in Kenya to maintain order in course of their operations whether functionally or administratively. Such committees are also created by the standing orders of the respective county assemblies as well as other statutes and they include but are not limited to house business committees, rules and procedures committees, power and privileges committees and committees on selection.

The law further allows the county assemblies to constitute management committees. They are for administrative purpose. They comprise of the county assemblies' clerks and heads of the various county assemblies' departments. The county assemblies' service boards are other formal structures and organs created by the law namely, the county governments Act 2012 and county assembly services Act to oversee and maintain the welfare of both the support staff and the members of the county assembly in all the 47 county assembly in addition to exercising budgetary control over the county assemblies.

County assemblies in Kenya have been facilitated by the Kenyan legal regime to forge links with other legislative and non-legislative institutions in Kenya and worldwide. The senate of Kenya and national assembly are some of important legislative institutions which the county assemblies have institutional created ties with especially in areas of capacity building for both the support staff and the MCAs as well as review of laws such as the constitution of Kenya (amendment) bill, 2020 commonly referred to as ``Building Bridges Initiative'' (BBI). The county assemblies in Kenya have also had further ties and relations with the senate of Kenya on matters relating to impeachment of various county governors, the latest collaboration being the impeachment of Governor Mohamed Abdi of the Wajir County.

Additionally, the county assemblies in Kenya have collaborated and have had working relations with other public and private institutions situated in Kenya and outside Kenya. Besides the senate of Kenya and the national assembly, other public institutions which the county assemblies have ties which include the county executive departments of the forty seven (47) county governments, MDAs, judiciary of Kenya, as well as the forty seven (47) county assemblies *inter se*. Furthermore, the county assemblies in Kenya have created elaborate ties and networks with private entities which include but are not limited to telecommunication service providers for example Safaricom, Airtel Kenya, Telkom Kenya, Kenya Data Networks, Liquid Telkom Kenya and Antco Automation and telecommunication limited.

Based on this perspective, the institutional theory is relevant in this study because the complements and criticisms on the structures and operations of the county governments and more so the county assemblies has influenced the image of the counties. Therefore, the managers have to act towards satisfying the public by adaption of the structures that are regarded as fair, transparent and efficient by the public. This theory underpins the variable of the managerial ties and particularly the institutional ties.

2.2.4 Resource-Based View Theory

Resource based view (RBV) was formulated by Barney in 1991s who postulated that organizations should utilize company resources as a source of competitive advantage (CA). RBV argues that it is more feasible to utilize external opportunities by employing existing into new ways as opposed to acquisition of new skills for each opportunity that arises. According to the Resource-based view (RBV) theory organizations that possess strategic resources can have competitive edge over the competitors. Under RBV resources of an organization plays a critical role in helping the organization attain competitive advantage hence, leading to the achievement of high performance.

The existence of the strategic resources catapults the organizations to achieve growth in revenues and profitability (Subramanian, 2010).

Strategic resources are those resources that are non-substitutable, hard to imitate, rare and valuable. A non-substitutable resource is a resource that the competitors cannot find alternative ways and means to economically benefit from it. A resource is hard to copy if competitors cannot be able to imitate it due to legal protections such as copyrights and trademarks (Andersén, 2010). In additional to the foregoing, the unique aspects of

the resource are difficult to imitate and can thus be regarded to as strategic resource. A rare resource is a resource that is not easy to procure for instance, the ownership of a rare quarry.

A resource is considered valuable if it enables the firm to create or adopt strategies that minimize threats and capitalize on the opportunities. For the organization to benefit from sustainable competitive advantage, a value adding strategy that is difficult for the rivals to implement should be adopted. According to Andersen (2010), the resource-based view mainly focuses on integrating internal and external resources and competencies and focusing them towards the achievement of competitive advantage. Capabilities are the ability of the firm to deploy resources to achieve competitive advantage. The way the strategic resources and competences are managed determines performance of an organization. Resources of an organization are considered important because they aid the organization to increase value to its customers. Valuable and rare resources can help an organization attain its competitive parity.

RBV has been criticized as having no managerial implications. It tells managers how to develop resources that will help the organization attain competitive advantage but is silent on how the CA can be achieved. It invokes the illusion of total control over the resources and exaggerates the extent to which managers can use resources to gain CA. RBV has also been found to be too general especially on the notion of resource uniqueness and their immobility nature. RBV is applicable to large firms that have huge and significant market power and therefore small firms fall out of the ambit of RBV based on their static resources. RBV applies to firms that have attained CA and

therefore its applicability to firms that have not is in practical. It is also argued that RBV may not bring any motivation or insight. According to Miller (2003), in his argument about “sustainability attainability” the resources that a firm need to acquire CA are resources that are expensive or rare to acquire and therefore difficult to acquire. Additionally, in the emerging unpredictable environment, in which new technologies and new markets are emerging due to globalization the value of organizational resources changes easily.

Different organizations may have different and varied resource configurations that can be utilized by the managers to generate the same value for different firms. This act of using different resource mix to generate products or services of similar value in terms of profitability in firms would not be considered as a source of competitive advantage. RBV ignores this aspect of ability to organize resource mix and still generate value for the firm. Proponents of RBV fail to appreciate this aspect of the not so superior resources to produce equal or even better and more profitable products and services. RBV assumes that a firm will always be profitable in a highly competitive environment which is more theoretical than practical. By firms exploiting their resources to attain competitive it do not hold true all the time. Firms exist in an environment where the external factors outside the firm may affect the whole industry as a whole. RBV has been found to have inherent weaknesses in not having any managerial implication on the part of managers and its applicability has been found to be too limited to the sustenance of any competitive advantage in an organization.

Various counties have collect different Own Source Revenue (OSR) that can give them competitive advantage over their competitor in terms of performance. In the financial year 2018 / 2019 county governments in Kenya generated a total of KSh.15.37 billion for the first half of the year which was 29.9% of the annual target with different counties generating different amounts. This was an increase of 54.5% compared to Ksh. 9.95 billion for the previous year (Republic of Kenya, 2019).

During the period under review Nairobi County generated the highest OSR , followed by Narok and Kiambu at Ksh. 3.88 billion, KSh.1.84 and Ksh. 1.55 billion respectively. These resources if well managed will give Counties competitive advantage not only in job creation but also improving the economic welfare of various Counties in Kenya. During the period under review the total expenditure for the Counties was Ksh. 136.9 billion representing an absorption rate of 29.5% of the total annual county budgets which KSh. 24.73 billion utilized in development activities which comprised of 13.2% of the annual development budget. During this period Narok County had the highest absorption at 44.1% followed by Kitui County at 28.8%, Kericho had the lowest at 1.5%. Based on the above findings it's clear that different counties can utilize various combination of resources to attain competitive advantage (Republic of Kenya, 2019).

Based on this theory, the effective management of the resources leads to enhanced performance of the county governments.

The theory is also applicable in this study because the county assemblies utilize the knowledge and skills of the employees to enhance performance, and achieve the public expectations. Also, transparency and accountability gained through public participation

can create unique knowledge-based resources that can enable the county assemblies to achieve competitive advantage. RBV underpins the variable citizen participation. The main focus of devolution is to foster development in counties that mostly have been marginalized by the central government for a long time.

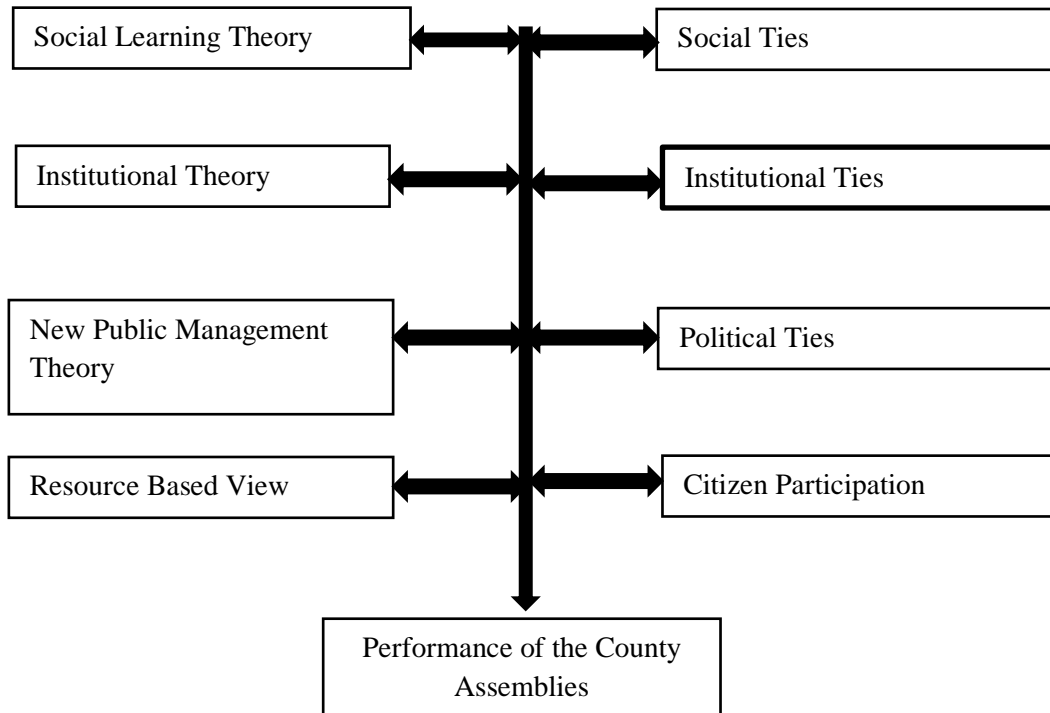
The unique resources that different counties have both natural and human can be utilized by the counties as a source of competitive advantage through innovation. The citizens through the public participation processes are required to identify the resources and utilize them. Citizens can be involved in project identification, formulation, implementation and evaluation. People in different counties have different needs due to uniqueness arising from geographical, political, cultural and social factors. It through active involvement of the citizens that these unique resources can be tapped and utilized to gain CA that will improve performance of the county assemblies. In nutshell, this theory underpins the variables of performance and citizen participation in this study.

2.2.5 Theoretical Framework Model

A research frame work model is a laid down plan for conducting research. A model is a crucial part of social sciences because models are used in both development and research designing. Models are employed when carrying out a research because they are used to identify significant variables in a manner that demonstrates that the hypothesis is defined more clearly. Research models consist of four main features that includes; inputs and outputs, processes, context under which the research is carried out and the underlying interventions. Relating to this study the correlation between the independent and the dependent variables is illustrated by the following model.

Figure 2.1

Theoretical Framework



The theoretical framework is showing the relationship between theories applied in the study and the variables and how they are connected to the dependent variable. Social ties are supported by social learning theory; institutional ties are premised upon the institutional theory and NPM theory upon the political ties. While citizen participation is hinged on the Resource Based View Theory

2.3 Empirical Review

The study seeks to establish the role of managerial ties, public participation and performance of the county assemblies. The variables under study are the managerial ties, citizen participation and the organizational performance (performance of the

county assemblies). This section explores the empirical review allowing the exposition of this research into an intellectual and historical context (Wagana, 2017). The study is based on the following research model.

2.3.1 Social Ties and Performance

Social ties comprise relations and networks among people used for sharing experience, knowledge and emotion. Social ties focus on the level of interaction between managers. Social interactions help in sharing experiences between managers (Schmutz & Manser, 2013). Social ties are an emerging social science research concepts based on social learning theory and social network theory aimed at measuring or quantifying relationships between managers. According to Brands, 2013 interpersonal ties, have strong, weak and absent varieties. Weak social ties constitute the highest embeddedness as well as structure of social networks, and transmission of information through such networks.

Specifically, new information flows through weak rather than strong ties. According to Rasmussen et al. (2020), in their “study on social ties influence teamwork when managing clinical emergencies” it was established that social ties are instrumental and expressive and they positively affect team ability to construct knowledge, co-ordination of tasks and has the ability in promoting adaptive behaviour. Castano, 2013 in a study on the effect of social ties on managers networking on hotel industry in China established that manager’s incomes are positively related to their social ties. According to Boichuk, et al. (2014), in their study on the effect of social ties of managers on entrepreneurship established that the likelihood of failure of hotels owned

by immigrant entrepreneurs is comparatively lower than those belonging to nonmembers since immigrant proprietors can get aid from other associates through financing, information, and other resources. In their study on the effects of social ties and performance Turizm, (Raporu et al., 2017) established that the element of friendship of managers with competitors improved performance of hotels, and further that there more cohesive the friendship networks were the more was the improvement on the performance.

A study from China transition economy further demonstrates that organizations manager ties with other managers in different organizations has been found to improve the performance of the firms (Wang & Lestari, 2013). Social ties have been found to offer firms valuable resources through good relations between the managers and development of new information sources and new knowledge acquisition in order to gain competitive advantage that would eventually end-up enhancing performance (Guo, Xu & Jacob, 2014). Managers leverage on social ties to help their organizations in recognizing more opportunities for improvement in the competitive industry. A study carried out by Guo et.al. (2014), established that positive social ties exist on the relationship between social ties and performance thus establishing a positive correlation between social ties and the firms performance.

Social ties are thus essential strategic options that could enable organizations secure resources and respond to environment uncertainties (Peng, 2014). These ties invoke sharing through informal albeit interpersonal social mechanisms which assist in overcoming the limitations of weak institutional infrastructures leading to

organizational performance (Uzzi, 2017). This study is distinguished from the reviewed studies because the study is focused on effect of social ties on performance of county assemblies in Kenya after introduction of county assemblies in the year 2013 in our country Kenya. The studies reviewed shows that innumerable studies have been carried out in developed countries and especially the so-called Asian tigers and other western firms. No studies have been carried out in the African and locally to establish the influence of relational ties and firm`s performance necessitating this study that attempted to establish the relationship between managerial ties particularly on the social aspect and performance of county assemblies in Kenya.

2.3.2 Institutional Ties and Performance

Hemmert (2019) found that inter-firm ties strength is more effective when compared to interpersonal ties both for quality of interactions and performance. Institutional ties towards organizational performance become vital where legal and regulatory institutions support the systems (Peng 2014). Organizational performance in the developing countries fosters change in both formal and informal institutions (Hoskisson et al., 2018). For instance, although they exists continuous effort by the governments to develop unified legal frameworks, they are yet to establish stable legal institutions for enforcing contract laws domestically (Luo, 2007).

Studies however consider legal and regulatory frameworks as static backgrounds without explicit reference to institutional ties. A study on intergovernmental relations in South Africa and Germany found that the legislative arms of the government in federal system favour cooperation through their composition, use of parliamentary committees

and structured cooperation between the legislative assemblies both horizontally and vertically (Poirier, Saunders & Kincaid, 2015). According to Lawrence and Buchanan (2017) on their study on intergovernmental relations, vertical intergovernmental relations emanated from India National congress party losing control of government at both national and state levels thus forcing it to form a government through constituting alliance with other parties.

Chen et.al. (2016) in their study established that a strong relation between government institutions assists international firms in overcoming barriers faced by foreign firms that hinders performance of these foreign firms entering new markets. In Kenya managing cooperation between the national government and the county assemblies have been found to provide avenue for managing intergovernmental relations and further the numerous, meetings between the speakers of county assemblies and senate of Kenya speaker have been identified as avenues that plays key roles in informal forums for interaction and cooperation by sharing information on challenges affecting devolution as well as appreciating the success on the devolved government.

A study by Derek (2015) on cooperation of government relations in South Africa found that speakers of the two houses of parliament and the speakers of the nine provincial legislatures had established speakers' forum which plays a crucial role in intergovernmental relations. A variety of issues including skills development and improving communication between the legislatures and the public are addressed at these forums. Thus, the South Africa, Just like Kenya, has both national and sub-national legislative institutions.

According to a report by IGTRC (2015), on “emerging issues on devolution and best practices in intergovernmental relations” it was established that joint institutions perform functions on behalf of participating governments by implementing intergovernmental programs and schemes that entail service delivery. The report further found that joint institutions are established by intergovernmental institutions to achieve shared goals in a designed policy area and thus shared institutions which mainly focus on natural resources, environmental programs as well as infrastructural projects and a good example is the Lake Region Economic Block in western part of Kenya which is made of Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, Transzoia, Kericho, Bomet, Nandi and Vihoiga Counties.

According to Ngigi and Busolo (2019), in their study on “Devolution in Kenya: The bad and the ugly established that county assemblies are critical institutions in devolution of resources. Oronje and Zulu (2017) established that county assemblies though being critical institutions of devolution have been found not to have information resource centers to support evidence in drafting bills. As on 27th March, 2017, five years after introduction of County governments in Kenya only three county assemblies had resource support centers to support in drafting bills.

Libendi (2017) noted that persisting strained relations between the Executive and county assemblies’ arms of the county governments had negative effects on the effectiveness of the legislative process; and that some county assemblies drafted laws with the aim of fighting the county governors and the executives as was witnessed in Kirinyaga County where MCAs passed a vote to impeach the governor whose decision

was overturned by the senate. Some of the laws passed to by county assemblies are never assented to by the governors and therefore not implemented leading to wastage of county resources as a result of the tussle. The poor relations make county executives hide critical information from the county assemblies thus hindering the county assemblies in carrying out their oversight roles.

Critiques of IT argue that the theory is more linked to power and the interest of stakeholders that ensures that their interests are best served by the arrangement made in institutions and organizations. According to Scott (2004), the best way of reducing self-serving interest in the organizations is through legitimization. The dominance of bureaucracy as an institution in our society to serve the interest of a particular group, and through this arrangement the served (the electorates under the study) becomes increasingly remote and the interaction minimizes. In our Kenyan political context, it can be argued that the politicians and more so our elected representatives put their interest ahead of that of the electorates and this undermines the critical responsibility which is to serve the people. It can be debated that formal organizational structures and practices are adopted not only and mainly to bring efficiency but for legitimacy reasons (Lawrence & Buchanan, 2017).

Organizations actors have been faulted for organization formations and techniques that they tend to deploy and instead they adopt those they think are more successful. It has also been argued that application of IT in organization mainly is for power gains as opposed to serving the subjects. It has also been criticized as being more theoretical than practical especially when it comes to addressing global issues like the financial

crisis of 2008 (Ngigi & Busolo, 2019). Organization theorist have been blamed for having too little to contribute in change management in organizations (Clegg, 2010).

This theory underpins the variable of the institutional ties and how it affects management of county assemblies. This theory is based on organization management and county assemblies are political institutions with elected leaders playing a critical role of serving the interest of the electorates. The theory is supported by the findings of this study which found that institutional ties are not well formulated in county assemblies and therefore end up negatively affecting the performance of county assemblies.

2.3.4 Political Ties and Performance

A study was done at the Hong Kong Polytechnic University on the influence of political connections in China, focusing on TV manufacturing industry between 1993 and 2003, when market liberalization was at peak by assessing whether companies had employed former government employees in their management, or whether former private sector executives of these companies had now been employed in government. The study assessed both local government and national government ties and established that local government ties were credited for higher rates of organizational survival and increased revenue while ties to national government had no effect on either metric of success. The foregoing study was carried out in jurisdictions outside Africa continent, East Africa region and our country Kenya and in a country that operates under a different political system than Kenya. Therefore, there was a contextual gap that needed inquiry hence

the motivation of this study to establish the effect of political ties on performance of county assemblies in Kenya (Li et al., 2014).

Studies on organizational performance overtly discuss political ties and distinguish their influences on organizations. Creating interrelationships with various governmental agencies that is, political ties are crucial for survival of organizations (Bierman, 2019). However, previous studies have treated organizational performance and political ties as the same thereby capturing ties with one dimension that it is still not clear whether performance or political ties play similar roles in developing economies (Peng, 2014).

A study by Manolavat (2014) in a study on Vietnam economy in its late transition stage established that stable political ties support organizations by minimizing obstacles and creating opportunities for entering international markets that help in improving firm's performance. Wang (2013) established that political ties can provide an organization with rare external resources and information which when put to good use can give organizations competitive advantage by opening doors to other business partners and opportunities.

Pollitt and Bouckaert (2011) argued that networking has a positive relationship with desirable outcomes in organizations like information exchange and legitimatizations. Political ties were found to be valuable resource especially during transitions. This goes hand in hand with Kenya which is transitioning from one tier level of government to a two tier with devolved units and the national government at the top. County assembly managers have to use their connections with political representatives especially in autocratic governments to facilitate financing of devolved units. Zhao and Burt (2018)

established that managerial ties are the key factor that derives success. Mutisya, et al. (2017) in their study on Influence of political parties' affiliations on county assemblies' exercise of oversight authority over county governments in Kenya: Makueni County assembly established that party politics have greatly influenced the oversight role of the MCAs. Party politics between then governor's political party in Makueni county assembly plunged the county into three years of stalemate between the executive and county assembly as regards matters answerability and implementation of county projects. Regular and persistent conflicts led to impeachment of governor and several County Executive Members (CECs) who were subsequently reinstated by the courts and the Senate of Kenya while exercising its mandate under Article 96(1) of the constitution of Kenya, 2010.

A commission of inquiry formed to investigate the Makueni County government debacle recommended the dissolution of Makueni County government citing failure of its officials in their responsibilities. The president of the republic of Kenya intervened to protect devolution and counties in exercise of constitutional power conferred to him under article 192 (2) of the 2010 constitution of Kenya. The Makueni county occurrences led to the conclusion that politics and exercise of power through the practice of local politics and democracy generates some insurmountable problems. Oversight mandate are exercised in broad political context and where political parties seek to oppose one another as long as they compete for power. From the reviewed studies there is limited study on the effect of managerial ties, citizen participation and

performance of county assemblies and or sub-national legislative institutions and that is the gap that this study sought to bridge.

Most of the studies reviewed on political ties which is one of the kinds of managerial ties mostly focuses on China where it originated. Limited studies have been carried out in the African region. Therefore, in an attempt to address the limitations of the research gap this study explored deeply into the relationship between political ties and performance of county assemblies in Kenya by investigating the role of key political actors. The study proposes several solutions that can be applied to boost relations in the Kenyan county assemblies.

2.3.5 Citizen Participation and Performance

Gou (2012) asserts that involvement of the citizens improves transparency as well as the governments' responsiveness. The aforesaid study also demonstrates that citizen participation significantly and positively influences the firm's performance at both the "information sharing" and "performance assessment" stages. According to a study by the World Bank (2017), on participatory budgeting (PB) in the county governments in Kenya, it was established that Makueni, West Pokot, Baringo, Kwale and Elgeyo Marakwet Counties had adopted participatory budgeting practices. It was further established that PB had brought citizens closer to the government by enabling the government to be more receptive to the needs the citizens. Through PB, greater participation was realized than would have been expected from the traditionally underrepresented sections of the society.

PB has directly involved the local people in decision making giving them which roles included in holding representatives to account and monitoring processes (World Bank, 2018). A Study on the Project Management Committee (PMC) by the World Bank in Makueni County established that community ownership and oversight of the PB projects is critical. PMCs comprises of citizens drawn from the project delivery area and involved in choosing the selection of the projects. PMCs have oversight roles with relevant information shared from the county officials so that PMCs are empowered to do their work. PMCs are voted for in public forum specifically called to inform the community about the project's implementation plan. The study established that through the PMCs costs of the project implementation have been greatly reduced and form part of the valuable communication channel between the government and the local community through voluntary effort. PMCs have been found to foster ownership where top down delivery might have only fostered dependency (KIPPRA, 2017).

Through PBs framework 25%, that is about 200,000 People in Makueni County were able to participate, while in West Pokot county 11,600 people participated in the financial year 2016/2017 in comparison to only 350 people in the previous year. This “open to all” process has ensured that marginalization of certain sections of communities in Kenya are being eliminated. In West Pokot for instance the percentage of women participating in public meetings has increased from 11% in 2014/2015 financial year to 35% in year 2015/2016 financial year.

According to IEA (2018), despite the challenges of implementation, many opportunities remain for the future of public participation in devolution. A report commissioned by the Intergovernmental Relations Technical Committee on the status of public participation in Kenya detailed a series of legal cases filed against various arms of the national government, as well as some county governments. These suits challenged the lack of public participation in job appointments, making of the policies, regulations, legislations budgeting and planning processes, and other areas (IGRTC, 2016).

Public participation (PP) is a powerful tool enshrined in the constitution of Kenya, 2010 to safeguard public interests. Nothing illustrates this better than a five-judge bench of the High court in Kenya that nullified the constitution of Kenya Amendment bill 2020 by the judges holding that the steering committee did not produce and distribute adequate copies of the amendment bill 2020 to facilitate public participation. The verification of the signatures for the endorsement of the building bridges initiative (BBI) were also declared null and void for lack of public participation.

According to High court judges' public participation should be preceded by civic education then aimed at involving, informing, explaining and adoption of the citizens' concerns. Therefore, opinions, of the citizens fundamentally matter. An ordinary Kenyan need to be given adequate and resonable time to go through the document and provide feedback (Kipkorir, 2021, Daily Nation, May 26th p.13). Despite the challenges and roadblocks encountered during the first five years of implementation, devolution is still seen by many as the answer to the various socio-political and economic ills bedeviling the country. While public participation is not entirely a new concept in

Kenya, the constitution of Kenya, 2010 Constitution has afforded it a deeper meaning and conviction. People from different levels of society hold high expectations with regard to the many possibilities that public participation can contribute to ushering in a more robust Kenyan democracy (Ngigi, & Busolo, 2019).

2.3.6 Performance of County Assemblies in Kenya.

Change in a service institution and or organization arises out of the need for the efficiency, economy effectiveness, performance evaluation and market concerns. According to Ariwomoi (2013), in his study on challenges of implanting change at selected county assemblies in Kenya it was established that all clerks and county speakers were all fully involved in implementing change management and the changes introduced by the new constitution at county assembly level. The cross survey revealed that change management was implemented at 54.5%. The study concluded that county assemblies and the County Assembly Service Boards (CASB) are involved in management of the overall change process at the county assemblies. The study recommended that county assemblies must develop new competencies since these are easily worn by technology, environmental change and globalization. The study further found that communication was the biggest challenge in implementing change as well as sharing knowledge and experiences (CoG, 217).

Moreover, the Institute of Economic Affairs in their study on ``a political economy analysis of devolution in Kenya established'' that the fruits of devolution are experienced at varying levels among counties in Kenya. Devolution has led to development of infrastructural developments, better delivery of services and

formulation of realistic and local development plans. Devolution has enabled the development of counties that were previously marginalized, including rural areas that were severely underdeveloped; the merits of devolution are most visible in these areas (World, Bank, 2018). Accessibility and proximity enabled residents to engage with their representatives (MCAs) and policy implementers and provide a platform for petitioning/lobbying for their most pressing needs and the implementation of services (Mcloughlin, 2014).

County assemblies work closely with the county executives and when county governments are not performing especially when the periodical financial requisition from the national government are not released in good time and own source revenue (OSR) is meagre. According to the organization for economic co-operation and development (OECD) 2016 a study on the financing of county governments established that only three counties in the country namely Nairobi, Mombasa and Narok met the international best practice threshold of funding county from OSR of 21%. The Commission on revenue allocation in its 2018 report found that only Samburu County had met the estimated revenue potential as assessed by the national treasury department. Counties were also blamed on weak revenue collections which had limited them in funding their budgets which in turn affected performance of the county assemblies (Mburu, 2021).

Ngigi and Busolo (2019) in their study on” political economy analysis of devolution in Kenya” established that Elgeyo Marakwet County assembly had passed on equalization fund law using the same formula as the one used at national level where budget is

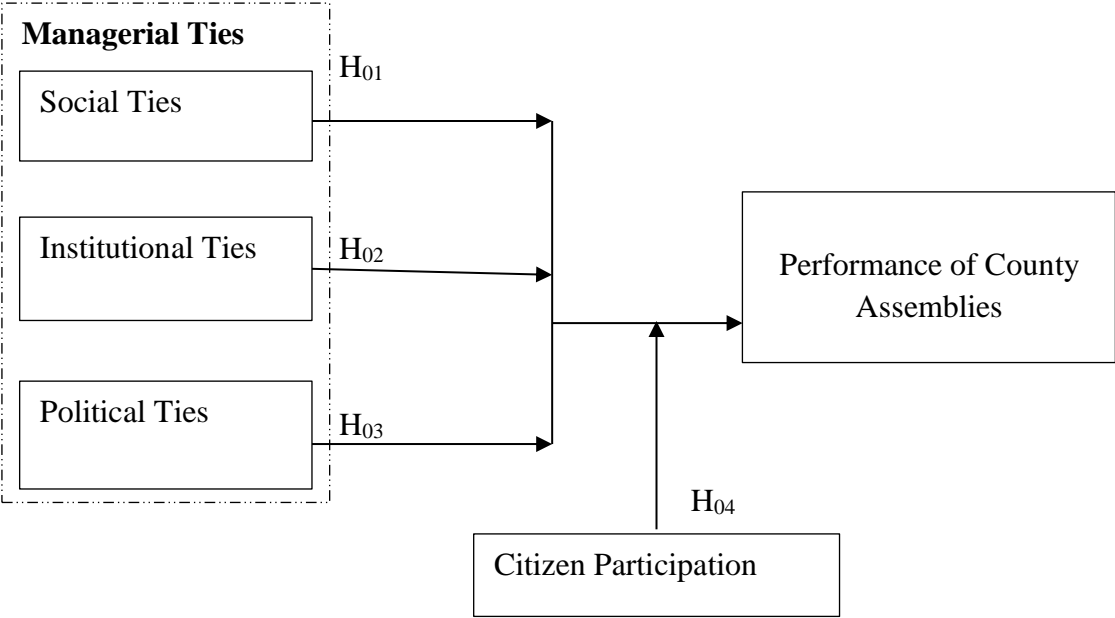
allocated to specific services such as roads in one year and water in the following year and per ward. They also established that County assemblies of Nairobi, Makueni, Laikipia, Busia, Wajir and Elgeyo Marakwet had passed and institutionalized public participation laws in their Counties to guide on the legal and policy framework on the public participation processes and activities.

2.4 Conceptual Framework

In this study, *managerial ties* comprise the three independent variables namely social ties, institutional ties and political ties, while *performance* of County Assemblies is the dependent variable with citizen *participation* being as the moderating variable. The conceptual framework showing the hypothesized relationships is shown as Figure 2.2.

Figure 2.2

Conceptual Framework



Independent Variables

Moderating Variable

Dependent Variable

According to the conceptual framework (Figure 2.2), the predictor variables are the three managerial ties (social, institutional and political). These independent variables are underpinned by the social learning; institutional and resource-based view theories in this study. The conceptual framework above further depicts performance of the county assemblies to be the dependent variable and which variable is linked to the new public management and resource-based view theories. Regarding the citizen participation which is the moderating variable in this study the theories of social learning, new public management and resource-based view apply.

While performance was measured across the three sub-constructs of oversight, representation and legislation, citizen participation was measured using indicators of participation such as the high rate or low late of participation and then coded as either low or high depending on the extent to which the indicator of participation was rated. The variables in this study are briefly discussed as follows. Social ties comprise interactions between the county assemblies through their MCAs with members of the society; and officers in other departments of other entities. These interactions occur in churches, members clubs, golf course, sports/ games, parties e.g., weddings and funerals.

Institutional ties involve working with the national government, and its officers such as those in ministries, departments and agencies (MDAs). Political ties are concerned with networks between the county assembly and state officers. It also involves lobbying legislative institutions such as the Senate and National Assembly of Kenya so as to achieve certain objectives, for example, to have more financial resources added to the

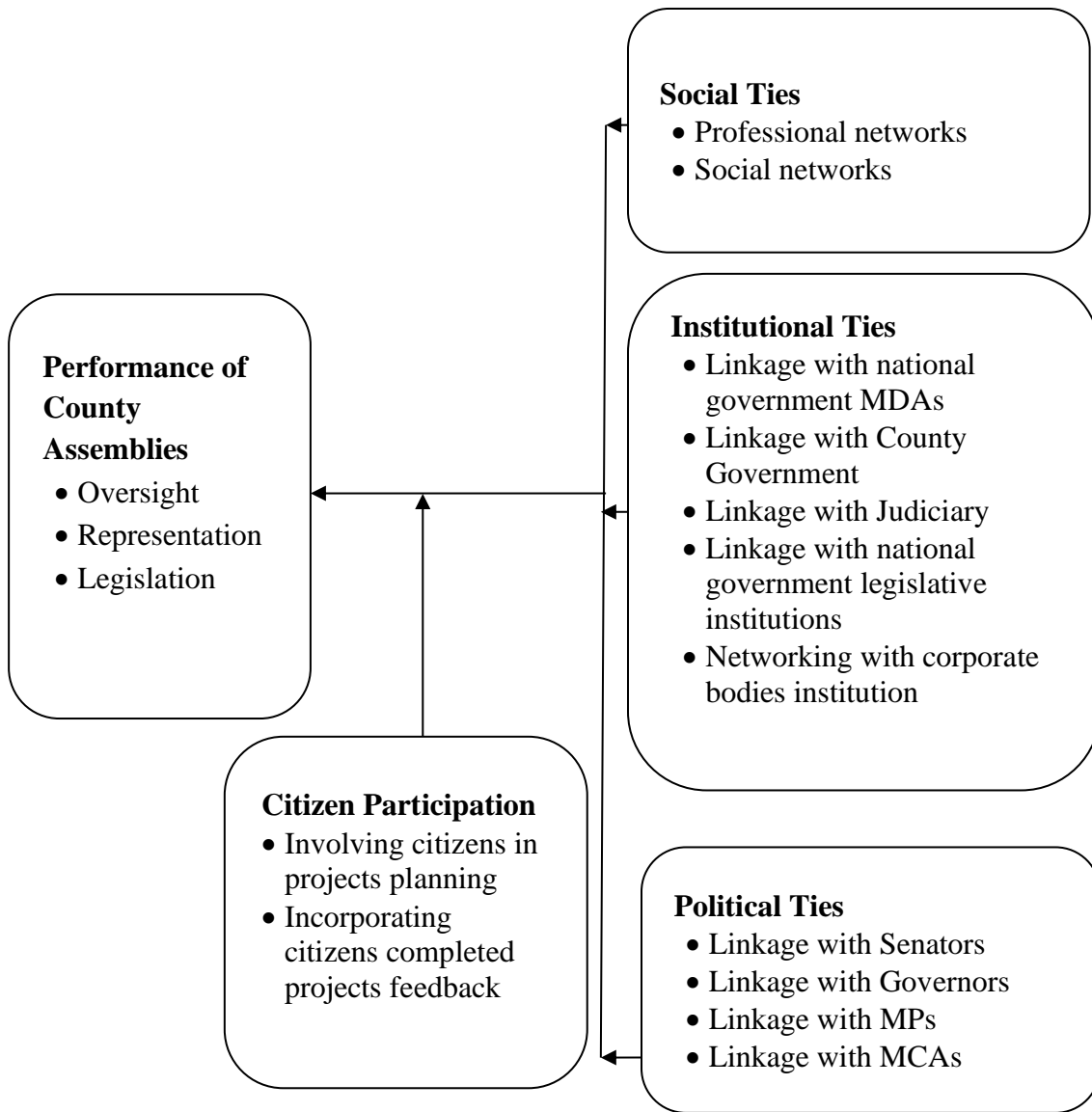
annual yearly budgets of the county assemblies by the senate and the National assembly.

Citizen participation is the involvement of citizens in execution of the mandate of the County Assembly such as by seeking citizen's views on bills and regulations which are being considered during the legislative process. The county assemblies perform three key functions which are oversight, representation, and legislation. Oversight is the process of ensuring prudent use of financial resources allocated to the executive arm of the county government. With regard to representation, it is desirable and expected that each MCA effectively represents his /her electorates and presents the requirements to the county assembly for consideration. The level of representation will be discerned through attendance and active participation in the county assembly businesses. Lastly, legislation is the aspect of performance of the County Assemblies when dealing with laws, regulations, petitions, statements, motions and questions. According to Oslo and Onen, (2005), firm performance involves comparing the firm's objectives with the actual performance, market performance, financial performance and shareholder value. The following framework operationalizes the various variables under consideration in this study.

Figure 2.3

Operational Framework

2.5 Operational Framework



Dependent Variable

Moderating Variable

Independent Variables

2.6 Research Gaps

A research gap is an area where there is insufficient information that brings limitations in making accurate conclusion to a question posed. It can also be described as missing information in researched literature because the area has not been well explored or is under explored. According to Njuguna (2017), in a study on factors affecting the implementation of devolution in Kiambu County, Kenya, it was established that factors such as inequalities with regard to social-economic development, difficulty associated with delegation of authority and functions in a non-overlapping way, poor capacity in the administration of taxes, embezzlement of revenues by county officials, explicit and intentional tax evasion by big business owners negatively impacted implementation of devolution. Further, resistance and ignorance from taxpayers, lack of adequate man power training, lack of capacity building, semi- illiteracy, ethnicity in employment and promotion, use of inefficient methods in delivering services, flawed and lack of transparency in procurement and lack of professionalism in public sector management had hampered implementation of devolution in Kenya.

Managerial ties in County assemblies in Kenya include political ties, social ties and institutional ties. However, their effects on management of county assemblies in Kenya is largely unexplored owing to the fact that County governments were established in Kenya after the enactment of the new constitution in the year 2010 and after the year 2013 elections. Management of political relationships under constrained resources has become one of the most important areas of concern in strategic management. Managerial relationship with employees, elected leaders and the represented citizens are

crucial to the County governments' performance. Managerial ties focus on the relationships linkages and networks and their impact on overall performance of the county assemblies.

In a study carried by Hope (2014) on ``Effects of devolution on public participation'' it was established that devolution has increased democratization and improved governance by ensuring citizens participate in making decisions that affect them, but emphasis was stressed on transparency and accountability by bringing public participation in budget making and utilization of public finances. The study also established that the closer the proximity of devolved governments to the citizens the better utilization of local resources and hence increased social- economic activities and improvement in welfare of the citizens. Kenya promulgated a new constitution in the year 2010.

Most of the changes that were introduced in the constitution were borrowed from western countries mainly USA and the UK. Therefore, the new constitution is a hybrid of constitutions and clauses borrowed from other countries. Being a hybrid it is expected that the constitution would solve most of the problems that have the Kenyans especially the violence that has been witnessed after every general election caused by fierce competition and ethnic political alliances where it is perceived that the winner takes it all and the political loser loses everything. Coming up with good constitution is one thing and full implementation of the constitution is another. The critical concern that informed the study is on implementation of the new constitution and more so on the managerial aspect. From the reviewed literature various studies have been carried out

on implementation of devolution but limited studies exist on the managerial aspect of implementation. The independent variable managerial ties are a new concept in Kenya and the African continent. The study was therefore aimed at bridging the knowledge gap that exists on managerial ties and performance of county assemblies in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology aspects that were used to achieve the objectives of this study including the philosophy underpinning the study, design, population and methods that were used to carry out the study are described. Further, a description of the data collection instruments, analytical approaches and ethical considerations are presented.

3.2 Research Philosophy

Research philosophy is a researcher's guiding propositions regarding the nature of the worldview relating to the phenomenon to be studied and the approach to discovery of the reality pertaining to the phenomenon (Saunders, 2008). A positivist (empiricism) research paradigm which is one of the Western research paradigms was adopted for this study encompassing the philosophical assumptions regarding ontology, axiology (values), epistemology and methodology (Chilisa, 2012).

The positivist research paradigm was used in this study because the study was carried on observable social entities which were the 46 County assemblies in the Republic of Kenya while data was collected through questionnaires based on the reality and quantifiable observation as well as the experiences of the respondents'. This paradigm allowed for the collection of quantifiable data through quantitative research methods. It also facilitated the description of the variables namely the status of the social ties, institutional ties, political ties, citizen participation and performance of the County

assemblies at the time of the study without influence of the researcher. The collected data was statistically analyzed and the results were used in testing the study hypotheses and consequently made it possible to come up with some objective findings and conclusions relating to this study. From the analysis, the correlation between managerial ties and the performance of the county assemblies was determined as well as the moderation effect of the citizen participation on the said relationship.

3.3 Research Design

Descriptive research design was used in this study because the aim of the researcher was to collect data that was analyzed to describe the phenomena as they existed without manipulation of the variables and enable the assessment of relationships between variables – managerial ties, citizen participation and performance. This research design facilitated establishing and describing the state of social, institutional and political ties; citizen participation and level of performance and the influence of managerial ties on performance of the County Assemblies in Kenya as the study variables. Further, the effect of citizen participation on the relationship between managerial ties and performance was described and assessed using moderated regression analysis.

In the descriptive research design, information is collected without manipulation of the environment while generating information on natural occurrences, behaviour, and features of interest in respect to a population. It also captures the interrelation between the study variables (Oso & Onen, 2005). Descriptive design was suitable because the independent variable could not be manipulated. Descriptive research design collects

quantifiable data that can be inferred statistically on the population through data analysis (Kombo & Tromp, 2006).

3.4 Target Population

The target population is the entire amalgam of existing objects or group of objects, that a researcher is interested in researching and analyzing (Burns & Grove, 2016). The units of study were the 46 County Assemblies in Kenya. The target population was 138 respondents who comprised 46 county assemblies' speakers, 46 clerks and the 46 deputy clerks as the units of interest. The speakers, Clerks and Deputy Clerks are the top managers in county assemblies and are well versed with managerial aspects. Therefore, critical information touching on management is best sought from the stated category of respondents. The laws of Kenya and specifically the CGA states that, the County Assembly speakers, clerks and deputy clerks are the authorized managers and liaison officers of the county assemblies and that they are also the administrative and procedural heads of the county assemblies and oversee the day to day operations and affairs of the county assemblies hence making them suitable respondents for this study. To avoid biased information, the researcher didn't involve the county assembly of Meru as a unit of study and as such no respondents were selected from that county assembly save for pre-testing the questionnaire. Mugenda and Mugenda (2003) argued that, satisfactory maximum sample size is usually around 10% of the population, as long as this does not exceed 1000. The study population is less than 1,000 and therefore a pilot test of 10% of the respondents was used.

3.5 Sampling Design and Sample Size

According to Kombo and Tromp (2006), sampling is the procedure of choosing a proportion from a population as representative of the features found in the whole population. This study applied the census sampling method to collect data. Census was preferred for the study because it helped in understanding the demographic conditions of the respondents'. Additionally, census is used to seek detailed information on most of the elements of the population if not all. Mugenda and Mugenda (2013) defined census as an analysis of every unit, everyone or everything, in a population and all items under of inquiry which constitute a 'Population'.

The study adopted census as a sampling method because the researcher targeted the 46 County assemblies' speakers, 46 clerks and the 46 deputy clerks in Kenya totaling to 138 respondents which was a small number. A sample is simply a subset of the population (Ellis, 2010). The sample size for the study was the 138 respondents who comprised the foretated three categories of the public and state officers working for the 46 County Assemblies in Kenya.

3.6 Data Collection Instruments

These are the tools used for gathering data and how those tools are developed. The study used questionnaires to collect primary data. Data was collected using on-line administered structured questionnaires. The online platform was employed because the country was under the lockdown due to the global pandemic brought by Covid -19. The pandemic had caused lockdown in the country and it was therefore difficult to traverse the entire country to administer hard copies of the questionnaire because the disease

was mainly spreading through contact. In addition, there was large geographical area to be covered because the data was to be collected from all the counties in the country and therefore online platform was considered the most convenient and time saving. The data was collected between the month of March and July 2020. The google link <https://forms.gle> was used to send the questionnaire to the targeted respondents. The questionnaires were based on numerical and Likert scales and were prepared in accordance with the objectives of the study.

A questionnaire can be described as a written list of questions that are answered by a number of people (respondents) so that information can be collected from the answers (Kithome, 2015). Structured questionnaires were the main data collection instruments as they are easy to answer and analyze compared to unstructured questionnaires which coding responses is difficult and time consuming. A structured questionnaire is a list of similar questions to be responded to by the respondents. Further, the questionnaire was selected because the questions were focused to a small group of literate respondents.

According to Sekaran (2000), questionnaires are more convenient in their administration; they reach to a large number of people concurrently and make accumulation of data easy. Further, questionnaire also saves time and gives the respondents adequate time to respond to the questions at the respondents' convenient time owing to their busy work schedules. In addition, questionnaire eliminates bias both on the part of the researcher and the respondent (Kombo & Tromp, 2006).

3.7 Test of Validity and Reliability of Instruments

Validity of an instrument is the credibility of those instruments regarding its ability to what it purports to measure. Reliability is the ability of an instrument to measure produce consistent results upon repeated use for measuring the same phenomenon or variable. Specifically a valid instrument is one that accurately measures what it intends to measure and it is ensured by rigorous review of empirical studies on the variables to identify and use indicators of these variables in a questionnaire (Kothari, 2010).

3.7.1 Validity

Validity of an instrument answers the question of whether the instrument measures what it is supposed to measure (Kothari, 2010). To ascertain whether the instrument had content and construct validity expert opinion was sought from the Supervisors. Further, the measure of the construct validity was underpinned by theory and empirical evidence from related studies thus ensuring the accuracy of the instruments.

3.7.2 Reliability

A reliable instrument gives consistent results upon repeated use. A structured questionnaire was used to collect data from the respondents. In order to guarantee reliability of the instruments, the questionnaire was pretested and measures of each of the five variables adjusted to ensure that the threshold reliability coefficients were achieved from each variable/ construct. All the constructs measures met the level of acceptable internal consistence as measured by Cronbach's alpha of at least 0.6.

The pretest of the questionnaire was carried out by administering the questionnaire to 13 respondents who comprised some senior County Assembly of Meru staff and MCAS. The range of Cronbach alpha values is from 0 to 1. A coefficient of 0.6-0.7 indicates acceptable level while 0.8 or higher indicates good reliability (Mugenda, 2008). This study adopted a reliability threshold of at least 0.6 as acceptable (Gupta, 2010). Having attained coefficient of 0.70 and above the study instruments were considered reliable.

3.8 Data Collection Procedures

Data collection is the manner of gathering of information from respondents to be analyzed and results used to prove certain facts (Levy, 2010). Primary source was the main origin of the data for this study. Primary data is the information gathered directly from the respondents using a questionnaire, interviews, focused group discussions, observation and investigational studies (Kombo & Tromp, 2010). In this study data was gathered by use of online well-structured and closed- ended questionnaire that was shared with the respondents via a google link <https://forms.gle>.

In this study, quantitative methods of data collection were used. These methods address the ‘what’ of the study using systematic standardized approaches including surveys and asking the questions. The advantage of such methods is that they are inexpensive to implement as well as, easy to compare and measure. Quantitative data is often collected using, polls, questionnaires or surveys sent across to specific population segments of the population (Kothari, 2004). In this study quantitative data collection methods were used where feedback to the questionnaire items were rated on a five-point Likert scale.

3.9 Data Analysis

Data was analyzed using both descriptive and inferential statistics. The descriptive statistics were the frequencies, means and standard deviation. The first set of inferential results was the correlation analysis where the correlation coefficients and their associated significance (p –values) were generated and inferred to describe the nature and strength of the relationship between pairs of variables. The second set of inferential statistics was carried out by use of logistic regression results were on the influence of managerial ties on organizational performance of county assemblies while the last set of results were on the moderating effect of the citizen participation on the relationship between managerial ties and performance; SPSS version 24 was used in analyzing data. Variability was measured by standard deviation; the mean was used to measure the central tendency. Further, the hypothesis was tested at 5% level of significance.

3.9.1 Influence of Managerial Ties on Performance of County Assemblies

Beside frequencies, means and standard deviations, two models were tested whose functional specifications were as follows:

Model 1: Direct effects

$PF = f (ST, IT, PT, CP... \epsilon)$; this represents the relationship between managerial ties with performance

3.9.2 Citizen Participation as a Moderating Variable

The model specification for the effect of citizen participation on the relationship between managerial ties and performance of county assemblies is specified as Model 2.

Model 2: Moderating effects

$$PF = f (MT, CP, MT*CP... \mu).$$

This model was used to test the moderating effect of citizen participation on the relationship between managerial ties and performance of the county assemblies.

In the above two models, PF is performance while ST, IT, and PT are social, institutional and political ties respectively; MT is the composite measure of all managerial ties (an aggregate mean of the dimensions of all the managerial ties: social, institutional, and political ties), and CP is the citizen participation which is the moderator. Further, ε and μ are random error terms.

3.9.3 Diagnostic Tests

Diagnostic tests are used to confirm or rule out conditions in research. Diagnostic test are aimed at addressing various types of bias that may occur during research aimed at evaluating the accuracy of the diagnostic tests. The choice of an analytical method to examine relationships and effect of variables with or on other variables depends on whether the assumptions underlying the use of the method are satisfied by the data that has been collected. Consequently, the data was explored to ascertain which analytical model assumptions the data satisfied. In particular, diagnostic tests on Ordinary Least Squares (OLS) analytical model that underpin logistic regression were done as follows:

Normality of the Data. Normality tests were applied in the research to determine if the data set was well modelled by the normal distribution and to compute the likelihood of a random variable underlying the data set to be normally distributed (Kothari, 2004) Normal distribution connotes the probability distribution that fits all the values in a symmetrical fashion and most results lies around the standard deviation of zero which is equal to the mean. A normal distribution helps in accuracy and reliability of conclusions. A skewness of within ± 3 (Aczel and Sounderpadian, 2002) Standard deviations indicate that the data is normally distributed hence enabling the researcher to make accurate and reliable conclusions.

Multicollinearity Tests

Multicollinearity was used in the study to test the occurrence of high interrelations among the various independent variables in the logistic regression model. Multiple collinearity is deemed present when independent variables are highly correlated usually with correlation coefficient in excess of 0.8 between a pair of variables. In other words, it implies that one independent variable can predict another in the same correlations model using linear regression or two or more variables are linearly related (Kothari, 2004). In this study multicollinearity was assessed using variance inflation factor and tolerance. It is a requirement of classical linear regression estimation that there is no high correlation between the independent variables in the regression model. Further, a multiple linear regression model with high R^2 value but few significant ratios often indicate the presence of multicollinearity (Kothari, 2008); R^2 shows the explanatory power of the independent/ predictor variables. Consequently, where R^2 is more

(independent variables in the model have significant t-values), then there is likelihood of absence of multicollinearity.

Heteroscedasticity Test. Heteroscedasticity is a situation where the error terms associated with the dependent variable for each value of the predictor variable do not have constant variance (Kothari, 2004). Heteroscedasticity in this study was measured using the Levene statistic. It can also be tested through visual inspection on residual plots but this approach was not used in this study.

3.9.4 Hypothesis Testing

Four hypotheses were tested in this study by running logistic regression model using sub-constructs managerial ties with composite measures of dependent variable (performance). The results obtained therefore were also corroborated with logistic regression results where the dependent variable was binary coded and a binary logistic regression performed. The acceptance/rejection criteria was that, if the p-value was greater than 0.05, the researcher failed to reject the null H_0 but where the p-value was less than 0.05, the H_0 is rejected.

3.10 Operational Measures of Variables

The study variables were operationalized using direct measures and a 5-point Likert rating scales ranging from 5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, and 1-Strongly Disagree. The rating scales are psychometric responses that were used in the questionnaire to obtain the respondents level of agreement with a set of statements that were presented to them (Homburg, 2012). The study was guided by the variables.

Managerial ties, (social ties, institutional ties, political ties) and moderating variable public participation and their effect on performance of County assemblies in Kenya. A summary schedule of measurement scales operationalizing these study variables and scale indicators used for the study are indicated in Table 3.1.

Table 3.1

Operational Measures of Variables

Variables	Type	Sub-construct Indicators	Measurement Scale	Level of measurement
Performance of county assemblies	Dependent	(i)Legislation (ii) Oversight (iii)Representation	Direct measurement 5-point Likert scale	Ordinal
Managerial ties	Independent	(i) Social ties (ii)Institutional ties (iii) Political ties	Direct measurement 5-point Likert scale	Ordinal
Citizen participation	Moderating	(i)High (ii)Low	Direct measurement 5-point Likert scale	Ordinal

3.11 Research Ethical Considerations

According to Levy (2010), ethics is a broad set of rules, written and unwritten, that governs one’s expectations and behavior. Kimmel (1988) highlighted that ethics in research safeguards the interest of the respondents thus facilitating free participation. The study mostly dealt with information that is in the public domain hence the respondents had the freedom to give any information without fear. Since the study aimed at establishing managerial ties, public participation and performance of County assemblies in Kenya, informed consent, confidentiality and privacy was assured to the

respondents. The researcher sought approval from the 46 county assemblies in Kenya and later sought and procured a research license from NACOSTI before proceeding with the data collection process. The interviewees were also assured that the information sought was to be used for study purpose only not for ranking the county assemblies in terms of performance. With this assurance the interviewees were free to give their honest opinion on the questions posed. Additionally, the respondents were not required to identify themselves in terms of indicating their respective names on their responses.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter comprises the results of data analysis. The results include reliability tests, characteristics of respondents, description of the managerial ties comprising institutional, political and social ties and the status of performance of County assemblies in Kenya which was measured by three sub-constructs namely, oversight, legislation and representation. Descriptive results on citizen participation are also presented and discussed. Further, inferential results arising from correlation and regression analysis are presented. For the inferential statistics, bivariate analysis results are presented as correlations, direct effects as multiple regression and moderating effects as moderated regression analysis results. An interpretation of all the results is presented followed by findings which are lastly discussed. The findings are discussed in relation to existing theoretical and empirical literature. The implications of the findings are also discussed.

4.2 Reliability of instruments and Characteristics of Respondents

It is desirable that instruments are tested for reliability before they are used to collect research data. Results of the reliability tests and the characteristics of the sample from which data was collected are presented starting with reliability results then sample characteristics.

4.3 Reliability Test Results

The questionnaire was pretested on 13 respondents comprising both men and women (Women: n= 4, Men: n =9) who did not participate in the final study. According to Mugenda and Mugenda (2003), good maximum sample size is usually around 10% of the population, as long as this does not exceed 1000. The pretest sample obtained was drawn from Meru County assembly. The draft questionnaire comprised 90 items which were distributed across eight study variables – three for managerial ties which was measured using three sub-constructs, namely institutional, political and social ties; citizen participation, and performance comprising legislation, oversight and representation. Cronbach alpha statistic was used to ascertain reliability of the data collection instrument. The instrument was adjusted and or “purified” by deleting the items that were making the scales less reliable and the distribution of the reliable items (n =81), associated reliability measures and the items that were deleted are shown on Table 4.1.

Table 4. 1.

Reliability Statistics

	Cronbach's Alpha	N of Items
Institutional ties	0.704	7
Political ties	0.750	4
Social ties	0.805	10
Citizen participation	0.771	10
Legislation	0.725	14
Oversight	0.902	10
Representation	0.775	11
Performance	0.756	15

The results in Table 4.1, imply that upon adjustments (where it was found necessary; for example, Institutional ties, Political ties, Citizen Participation, and Legislation) the scale for each variable was as shown by a Cronbach alpha value of at least 0.7 as recommended by most scholars. The final item measures for the constructs in the study were managerial ties (Institutional ties: n=7, Political ties: n = 4, Social ties: n=10), citizen participation (n= 10) and qualitative performance (legislation: n=14, oversight: n=10, representation: n = 11) and quantitative performance (n=15).

The reliability test process confirmed that the questionnaire which was the researcher`s data collection instrument performed as intended in the population under the study for which the instrument was developed (Bond & Fox, 2001). In this study the reliability test results implied that the instrument was suitable for use in data collection based on the Cronbach alpha reliability statistic at 0.7 for all the variable scales. This means

acceptability of the internal consistency of the study variables and the findings of the study can be generalized which is in agreement with study by Vitale, (Lai & Linn, 2015).

4.4 Characteristics of Respondents

The frequencies of the responses on gender, age bracket, highest level of academic qualification, Job designation and working experience were generated and the result are as in Table 4.2.

Table 4. 2.*Gender, Age, Education, and Designation and Work Experience*

		Frequency	Percent
Gender	Female	15	15.3
	Male	83	84.7
	Total	98	100
Age bracket	26 – 35	16	16.3
	36 – 45	38	38.8
	46 – 55	33	33.7
	above 55	11	11.2
	Total	98	100
Highest academic qualification attained	Bachelor’s degree	24	24.5
	Doctorate degree	2	2
	Master’s degree	72	73.5
	Total	98	100
Designation	County Speaker	32	30.6
	County Assembly Deputy Clerk	33	34.7
	County Assembly Speaker	33	34.7
	Total	98	100
For how many years have you worked for the county assembly?	Above 6 years	52	53.1
	Between 1 - 3 years	26	26.5
	Between 4- 6 years	18	18.4
	Less than one year	2	2
	Total	98	100

Source: Author, 2021

4.4.1 Gender of the Respondents

The aim of collecting data on gender was to determine how the county assembly managers are distributed in terms of gender distribution in senior positions. Results (Table 4.2) show out of 98 respondents the majority were male. The gender

representation of the respondents was (Female: 15.3% , n = 15); Male: 84.7% (n=83) indicates that the at least one third constitutional requirement rule is yet to be achieved in the county assemblies as far gender parity in the management positions in concerned. This is because more than two thirds represented the male gender. It was for this reason that the new constitution promulgated in the year 2010 proposed that no state organ should have more than two-thirds being of the same gender.

In particular, the Constitutional requirement that no more two thirds of employees should be of the same gender is far from being met. The findings indicate that members of one gender are over represented in the top managerial positions in County assemblies in Kenya. Seven years after, the county devolved systems are now fully in place and the need to review and ensure that the principles of inclusion are strictly adhered to. The plight of the Special Interest Groups (SIGs) are also taken on board in an attempt to bring gender parity in equal employment opportunities. There is also need to address historical injustices that have been persistent in the former local governments in Kenya and that were mainly dominated by one gender. A lot of campaign has been done to promote the welfare of the women and the girl-child especially when it comes to employment opportunities. In conclusion, the welfare of the female gender needs to be promoted in the top management of county assemblies.

No country can make progress when half of its population is ignored when it comes to decision making that affects all people. Women rights are human and people`s rights and all organizations should work for a more gender-equality world. The county assemblies should strive to make gender equality a reality. This is in support by

Kipkorir (2021) who argued that by investing in women and girls the country can deliver significant economic and social returns for African countries. Therefore, this gender imbalance needs to be addressed as a matter of necessity and urgency.

4.4.2 Age of Respondents

One avenue of maximizing efficiency is empowering members of staff in the execution of their duties. Therefore, a workplace with a variety of age categories can have an assemblage of workers with complementary skills especially in this era of fast changes in technology and globalization. Managers with complementary skills can accomplish great tasks because of their leadership roles that require them to motivate, to guide, communicate with and reward the employees. The County assemblies have employees of various age groups.

Equal opportunities for all are a fundamental notion under the Constitution of Kenya, 2010 at all levels of public service. Thus, this study sought to establish whether all the age groups are represented in managerial positions in County assemblies in Kenya. In this section the researcher was interested with the age of the employees employed in senior positions in county assemblies in Kenya as shown in table 4.2.

From the results, 16.3 % of the employees are aged between 26-35 years 38.8 % are aged between 36-45 years, 33.7 % are between 46 – 55 years and a paltry 11.2% of the employees were aged above 56 years. From this result it is concluded that majority of the senior position holders in county assemblies in Kenya are of middle working age. Implying the youths who are the majority in the country are under-represented in employment opportunities that were created by devolved system of government in the

country. The youths are a key resource in the country especially in areas of technology which is claimed to be a key determinant in the development of emerging economies (Deki, 2012; Cockx & Picchio, 2013; Choudhry, Marelli & Signorelli, 2012).

4.4.3 Academic Qualifications

Academic qualifications can demonstrate a lot about a prospective employee. The primary function of academic in any employment is the knowledge and skills and competencies that they bring in work settings. Therefore, data on the academic qualification of the respondents was collected because their knowledge on management is crucial in responding to the information sought.

In this regard, data on the level of education was collected and analyzed and the results in Table 4.2, shows that majority of the respondents (n = 72; 73.5%) had a Master's degree while all others had at least, a bachelor's degree. The doctoral holders were 2% (n = 2) while bachelor degree holder was 24.5% (n = 24) of the respondents. This result implied that the respondents had the appropriate level of education and were able to provide accurate information about the work functions and achievements of the county assemblies. From the results, all the respondents had the requisite knowledge in the management of county assemblies being the people mandated with management, administration and functioning of the county assemblies in Kenya.

The qualification of employees can make all the difference in the world of work (Keating, 2002). The results suggest that the respondents had sufficient qualifications to transact the business of the county assemblies implying that relevant knowledge and skills were available that could be utilized to improve performance of county

assemblies. This implies that relevant academic qualification being a critical factor in the determination of success of any organization or institution county assemblies are well equipped with able and capable work force.

4.4.4 Designation of the Respondents

The study respondents were top managers of all county assemblies in Kenya. The county assembly Speakers, County assembly Clerks and Deputy Clerks were the main respondents. Results in table 4.2 show 30.6% were Speakers, Clerks and Deputy Clerks tied at 34.7%. This implied that top managers were almost equally distributed leading to parity of respondents. From the findings it is established that top management of county assemblies were equally represented in the study and the findings arising therefrom can be generalized.

4.4.5 Work Experience of the Respondents

The experience of employees as well the management and administrative representatives of the County assembly was assessed. Results from Table 4.2 indicate that majority of the respondents who constituted 53.1 % had experience of over 6 years in senior management positions in County assemblies, 18.4 % had an experience of between 4-6 years, and 26.5% had between 1-3 years working experience while 2 % had an experience of less than 1 year in their current managerial and or administrative position. This result implies that those majorities of the respondents had sufficient management experience in County assembly affairs and were well informed to provide accurate information on the questions that were asked thus making the results arising from the analysis of the data reliable.

Additionally, the findings also imply that county assemblies have workers with adequate experience in the management of affairs of the county assemblies which is critical in improving managerial ties and hence the performance of county assemblies. The distribution of age and experience plays a critical role in succession management in organization like the ageing workforce must be replaced with equally experienced employees for the smooth operation of organizations. Additionally, more experienced employees must work closely with the younger employees in order to mentor them.

4.5 Status of Managerial Ties, Citizen Participation and Performance

Managerial ties construct comprised institutional, political and social ties; citizen participation and performance were measured using multiple items that were anchored on a five-point Likert type scale. The means and standard deviations of individual item measures and the composite constructs are presented in tables for each of the study variables. The statistical findings of each variable are indicated in tables under each variable heading.

4.5.1 Institutional Ties

The questions on institutional ties were based on a five-point Likert's scale: 1 = strongly agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree. The research sought to establish the extent of institutional ties exhibited by the county assemblies in Kenya. The extent of agreement with statements regarding the working relationships between the respondents and various entities was used to measure institutional ties. A Likert scale with five points was used and the result is presented in Table 4.3 which

shows the means and standard deviations of individual item measures and the composite constructs.

Table 4. 3

Status of Institutional Ties

	N	Min	Max	M	SD
County assemblies have regular effective working relations with the county executive departments	98	1	5	2.49	0.840
County assemblies have effective linkages/ workings with the national government MDAs	98	1	5	2.6	0.928
Our County assembly work closely with other county assemblies in Kenya	98	1	5	1.94	0.972
County assemblies have created effective working relations with the courts (Judiciary) in Kenya	98	1	5	2.58	1.054
County assemblies have elaborate network with the senate of Kenya.	98	1	5	2.28	0.939
The senate of Kenya and county assemblies is collaborating to oversee effective oversight of the county executive arms of the governments	37	1	5	2.41	1.092
County assemblies have established effective linkages with telecommunication companies e.g., Safaricom Company Limited, radio and television stations for among others dissemination of information and effective communication.	37	1	5	2.78	1.004
Institutional ties	98	1	4	2.39	0.650

The institutional ties at the County assemblies are almost non-existent ($M = 2.39$, $SD = 0.65$) as portrayed in table 4.3. This result suggests that there is need for MCAs to form more institutional ties because these were found to improve performance of organizations. This can be enhanced by county government developing closely working

relationship with the other organs of the government aimed at not only improving institutional ties but also improvement in performance.

4.5.1.1 County assemblies working relations with the county executive departments

The study sought to find out the county assembly members working relations with the county executives and found out that the working relations between the county assemblies and the county executives was minimal level ($M = 2.49$, $SD = 0.840$). This means that on average there is fairly good work. There was need to improve the relationship ions between county assemblies and county executives in Kenya. County assemblies' oversight the county executive in an attempt to ensure that devolved units' render efficient service to the citizens who resides in various counties in the country.

Besides law making, County Assemblies, oversight the county executive departments and any of their organs.

All these functions require effective working relationships with other organs of governance. From the findings it clear that county assemblies have minimal working relationships with the county executive implies that county assemblies have abdicated their responsibility which negatively affects their performance. Cooperation and closely working relationships with other organs of the county governments will play a crucial role in improving institutional ties which will in turn improve performance of county assemblies.

4.5.1.2 County assemblies' linkages/ workings with the national government MDAs

The responses on county assembly linkages with the national government ministries, department and agencies found out that the linkages were weak ($M = 2.6$, $SD = 0.928$). The result implies insufficient ties between county assemblies and the national government. This requires improvement. County assemblies should establish strong linkage with the national government departments, ministries and agencies in endeavor institutional ties.

The Intergovernmental Relations Act, No. 2 of 2012 provides for a framework for consultation and co-operation between the national and county governments in delivery of services to the public. The result on this aspect of the county assembly relations with national government ministries, department and agencies suggest that there is need for improvement of these relations since the respondents did not agree to statements that implied the existence of effective relationships. There is therefore need to strengthen the linkages between county assemblies in Kenya and national government departments, ministries and agencies. This is mainly borne out of the fact that the two levels of government aim at improving service delivery to the citizens.

4.5.1.3 County assembly work closely with other county assemblies in Kenya

With regard to close working relations between county assemblies with other county assemblies, the results indicated insufficient close working relations ($M = 1.94$, $SD = 0.972$) between county assemblies and other county assemblies. This low level of working could be as a result of independence of each county assembly and each

mind its own affairs and due to uniqueness and destructiveness of each county in relation to community needs. However, it is necessary that the county assemblies work closely with others to learn from each other and build synergies for satisfactory service delivery to the citizens. The county assemblies working closely with other county assemblies would be an example of horizontal managerial ties. From the finding of this study, there were almost negligible horizontal managerial ties between county assemblies. This implication of the findings is that county assemblies have no close working relationship and this hinders them from learning the best practices on management of the county assemblies. This working relationship is the bedrock on which successful organizations are built. Though each county assembly is autonomous and the needs and aspirations of the county residents are different, diverse and divergent, close working relationship have been found to improve performance of county assemblies.

4.5.1.4 County assemblies have created effective working relations with Kenyan courts

Another aspect of institutional tie was the working relationship of the county assemblies with Courts of law. Data was collected on the extent of working relations with the Kenyan judiciary this was found to be unsatisfactory ($M = 2.58$, $SD = 1.054$). Additionally, the responses to this question were widely varied because the standard deviation from the mean was big ($SD = 1.054$). From the results it can be deduced that there were insufficient working relations between the county assemblies in Kenya and the judiciary. The Judiciary plays a critical role in dispensation of justice in any country.

It is the judiciary that interprets laws that are passed by the legislative bodies in all the countries worldwide.

Among the areas where courts have intervened in county affairs include the area of employment and labour relations where, for example the court ordered the then Nairobi county assembly clerk Mr. Jacob Ngwele to step aside from his position pending the hearing and determination of his case. Further, a Nairobi court nullified the appointment of Mr. Edward Gichana as the Nairobi County Assembly Clerk in the year 2019. The implication of this insufficient working relation with the critical arm of the national government such as the judiciary has resulted to decline in performance of the county assemblies.

4.5.1.5 County assemblies have elaborate network with the Senate of Kenya

This part sought clarification on the extent of elaborate networks between the county assemblies and the senate. The networks were not elaborate ($M = 2.28$, $SD = 0.939$). This result suggested and further established that there was below the average network ties between the county assemblies in Kenya and the Senate. The Senate Liaison Office (SLO) was established in July, 2013 as a result of the realization that there was need for the Senate to develop innovative means of engaging with both the county executive and county assemblies to enhance the capacities of the county assemblies and, interaction with county executives and more so to the advance its interaction beyond county governments and include other actors and/or stakeholders to ensure that devolution is successfully implemented. It can be concluded from these results that there were inadequate institutional ties between the Senate and county assemblies in Kenya. This

failure of county assemblies to work closely with the senate has resulted to vindication of the county governors who have been impeached by the county assemblies for financial misappropriation and gross violation of the constitution and integrity test by the senate of Kenya. A case in point is the Kirinyaga Governor who was acquitted because the allegations levelled against her did not meet the threshold for impeaching a governor; a similar scenario was witnessed in Kericho and Embu counties.

4.5.1.6 Senate and County Assembly are collaborating to oversee effective oversight of the county executives

This response was aimed at determining whether senate and county assemblies were collaborating to oversee effective oversight of the county executives based on the fact that the senate's main mandate function is protecting the interest of the counties and their respective county governments. There was little collaboration between the county assemblies and Senate on checking the executives excesses ($M = 2.41$, $SD = 1.092$). This has been witnessed in instances where governors are impeached by the county assemblies only for their resolutions to be overturned by the senate. Instances of the oversight role of county assemblies being overturned by the senate could be the main reason for the poor relationship between county assemblies and the senate which hampers oversight of the county executives. This implies that county assemblies are not performing their oversight role as expected due to the nominal collaboration with the senate which as an implication to the performance of the county assemblies.

4.5.1.7 County assembly have established effective linkages with telecommunication and media companies

Information on establishing whether county assemblies had linkages with telecommunication companies and other media stakeholders in the country was also sought by examining the extent of linkage of county assemblies with the telecommunication companies. The result suggested that there were no effective linkages with the telecommunication companies ($M = 2.75$, $SD = 1.004$) which would enable county assemblies to communicate with various stakeholders for effective communication. Communication is an essential aspect for the good health and well-being of the organisations. Information sharing is one of the pivotal roles of communication. Communication enables people to build working relationships and by the fact that county assemblies have not established effective linkage with the media players implies is that the communication not flowing as it should which hampered performance of assemblies.

4.5.2 Political Ties

In this section the extent to which the speakers and county assemblies' clerks interacted with members of the national assembly, senators, governors and members of the other county assemblies was used to measure political ties. In particular, the frequency of interaction of the respondents (speakers and County assemblies Clerks) with the various other political actors and stakeholders was used to measure political ties. The scoring on the five-point Likert scale was 5 - Always, 4 - Often, 3- Occasionally, 2 - Rarely, 1 – Never. The results are presented in the table 4.4.

Table 4. 4*Extent of Interactions*

Interaction with....	N	Min	Max	M	SD
Members of the National Assembly	98	1	5	2.31	0.805
Senators	97	1	5	2.66	0.853
Governors	98	1	5	3.33	0.928
MCA's from other					
County Assemblies	97	1	5	3.73	1.095
Political ties	98	2	4	3.01	0.793

The result in Table 4.4 implies there were moderate political ties between the county assembly and other organizations of governance in Kenya ($M = 3.01$, $SD = 0.79$); the least political ties are with the National Assembly ($M = 2.31$, $SD = 0.81$) though there was moderate interactions with governors ($M = 3.33$, $SD = 0.93$) and with MCAs from other County assemblies ($M = 3.73$, $SD = 1.10$). Most of the interactions were therefore with MCAs from other County Assemblies. The individual responses are discussed in the paragraphs that follow.

4.5.2.1 Interaction with Members of the national assembly

The question on this aspect was to determine the level of interaction between the speakers and clerks of county assemblies with members of the national assembly. The results ($M = 2.31$, $SD = 0.805$) implied that there was minimal interaction between the county assembly managers and Members of the National Assembly (MNA). The little

interaction could be attributed to similar roles performed by the two law making organs but at different levels and especially on the bills. All Bills affecting the counties considered by the Senate must also be considered by the National Assembly before they become law and Bills that do not concern County Governments are only considered by the National Assembly.

By the fact that the national assembly deals with matters not concerning the county assemblies could be the reason for minimal interaction. Hence it can be concluded that there is little interaction among county clerks, speakers and members of the national assembly. On the other hand, the higher interaction with MCAs, from other county assemblies could be attributed to collaboration and bench marking programs made by MCAs within the counties. Bench-marking helps county assembly managers to develop political ties that enhance the level of performance in the county assemblies. Such interactions help in sharing ideas, knowledge and experiences which in turn improves the performance of county assemblies.

4.5.2.2 Interaction with Senators

The Senate constitutionally is the representative of the counties, and protects the interests of the county governments. It is on this basis that the researcher set out to determine the extent of interaction between the speakers and clerk with the senators. The result ($M = 2.66$, $SD = 0.853$) imply that there was insufficient interaction between the county assembly and senators. The level of interaction with the senate is low yet the, county assemblies and the senate are intended to protect the interest of the residents in the devolved units. By senate working with speakers and clerks of county assemblies'

the performance of county assemblies can be enhanced. Most senators have been members of national assembly before the promulgation of the 2010 constitution and the quality of debates in the senate and the bills passed are of higher quality in comparison to bills made by an enacted in the county assemblies (Bumbige, 2016).

4.5.2.3 Interaction with Governors

The study also investigated the extent of interaction between the county assembly` clerks speaker and the governors. The Governor is the county manager and the Speaker the county assembly manager and it is the expectation of the people that the two do work closely. Findings indicate ($M = 3.33$, $SD = 0.928$) moderate working relationship. From the result, it was found that there was a moderate and satisfactory interaction between the county governor and the county assembly managers. The implication of the findings is that assemblies were able to scrutinize the policies and programmes through careful investigations of various projects implemented as well as the county financial expenditure. This reasonable satisfactory performance can be attributed to moderate success of county governments in Kenya (Republic of Kenya, 2018).

4.5.2.4 Interaction with Members of County assembly

The study thus sought to assess the internal interactions of the members of county assembly in the execution of their respective responsibilities under the law. The results showed that there was moderate interaction between MCAs, clerks and speakers owing to the nature of their work ($M = 3.73$, $SD = 1.095$). Based on this finding there need to further improve the interaction between the county assembly members' *managers* in order to find the best approach in which the quality of bills passed by the county

assemblies can be improved. The interaction will also help minimize sparks of violence that have been witnessed in some county assemblies amongst MCAs. Devolution was meant to bring development to the grass root to spur economic growth and improve the citizens' standard of living. Therefore, there is a great need for the speakers and clerks and MCAs to work in harmony in order to meet the citizens' needs and aspirations. Devolution was seen as a panacea for addressing marginalization by the national government through skewed allocation of resources (Willis 2014; Chome, 2015). Regular I the MCAs, interaction of speakers and clerks will have a great impact on performance of the county assemblies.

4.5.3 Social Ties

Findings on Table 4.5 show the results of responses on social ties and the performance of county assemblies on Kenya. The questions asked were based on a five-point Likert's scale: 1-very rarely, 2-rarely, 3- occasionally, and 4- frequently, 5-Very frequently.

Data was also collected on the various items that measured the social ties. The respondents indicated their extent of agreement with the frequency with which MCA, interacted with the electorate/ citizens. Further the frequency of participation and or interaction with the community and other county assemblies in the social context were measured as follows (Table 4.5)

Table 4. 5*Status Social Ties*

Respondents' response on social ties statements	N	Min	Max	M	SD
My office regularly interacts with members of professional societies in a month	98	1	5	2.83	0.964
My officers interact with members of religious organizations monthly	98	1	5	2.58	0.994
Members of county assembly and sports clubs meet at least once in a month	98	1	5	2.23	0.972
We participate in community functions every month	96	1	5	2.94	1.221
We participate in community projects every month	98	1	5	2.97	1.179
Our county assembly interacts with police officers every month	98	1	5	2.82	1.178
Our officers' network with officers from other county assemblies every month	98	1	5	3.29	1.045
We benchmark with officers from other county assemblies every month	98	1	5	3.19	1.052
We invite and interact with religious leaders in the county assembly every month	98	1	5	2.50	1.096
We interact with the county governor in development meetings every month	98	1	5	2.79	1.142
Social ties	98	1	4.3	2.81	0.707

This result (Table 4.5) suggest that there was almost no interaction with the community (M = 2.81, SD = 0.71). However, there were some minimal albeit moderate levels of

interaction with the officers from other counties: *“Our officer’s network with officers from other county assemblies every month”* ($M = 3.29, SD = 1.04$) and *“We benchmark with officers from other county assemblies every month”* ($M = 3.19, SD = 1.05$). This notwithstanding, there were wide variation on the responses on these two aspects of interactions ($SD > 1$) which means there was little consensus on the response by the respondents. This finding suggests that more needs to be done with regard to social ties. In statistics when the standard deviation is greater than one indicates the response are spread far from the mean. This is an indication that social ties are not well developed in the county assemblies and there is need to develop them because it is affecting performance of the county assemblies. According to these results, there was wide variation and or mixed responses in the responses that were received because the standard deviation was greater than one ($SD > 1$).

4.5.3.1 My office interacts with members of professional societies in a month

Under this section, the result on the extent of interaction between the county assembly managers and members of professional societies on monthly basis is presented. In this study member of the professional societies are those entrusted with safe guarding the public interest in county governments According to the result shown in the table 4.5, the rate of interaction was insufficient ($M = 2.83, SD = 0.964$). The result implies there is a low level of interaction which is a key factor in maintaining social ties for effective performance; and that this needs to be enhanced in order to improve performance. The role of professional societies is promotion of excellent leverage in order to design and promote change through various means like publications, policy statements, meetings

and availability updated formation on the professional practice standards to their membership.

4.5.3.2 My officers interact with members of religious organizations monthly

Religion plays a critical role in spiritual matters of most Kenyans. Majority of the residents visit their various places of worship in order to connect with their creator, practice their religious beliefs and socialize with friends and acquaintances. It's on this basis that religion was found to be an important part of our society and religious leaders are entrusted with shepherding their followers.

Interaction with members of religious organizations was assessed as exhibited in Table 4.5. There was very little interaction ($M = 2.58$, $SD = 0.994$). Hubbard (2014) opines that the first sense of community religion is one's mutual experience with others which in turn creates sense of community including through religious activities. Styles of leadership constitute an area where religion manifests and where authors have found significant interrelationship between religion and the dimensions of leadership styles (Hage et al., 2013). The findings imply that county assembly officers hardly interact with religious leaders though this is important in performance of county assemblies.

4.5.3.3 Members of county assembly and sports clubs meet at least once in a month

Sports clubs are formed to promote and develop the interest of a particular sporting activity. The key focus of the sporting clubs lies in the recreational, instructional and competition activities based on the regulatory laws of the club. Meeting in sports clubs was assessed and the results indicated limited meetings between MCAs and sports clubs ($M = 2.23$, $SD = 0.972$). The findings suggest the need to strength then interaction

(through meetings) between members of the county assemblies to enhance mutually beneficial relationships.

4.5.3.4 We participate in community functions every month

The study further assessed whether members of the county assembly participate in the community functions. The results in Table 4.5 indicates low level of MCAs' involvement in community functions ($M = 2.94$, $SD = 1.221$). It can be concluded from the findings that there is low level of participation of county assembly members in community functions aimed at identifying community needs; this needs improvement to enhance service delivery to the citizens. This low-level frequency of participation hampers performance of county assemblies in Kenya.

4.5.3.5 We participate in community projects every month

The study examined the level of interaction of MCAs with members of the public in community projects on monthly basis and the findings revealed minimal level of interaction at a mean of 2.97 with S.D. of 1.179. MCAs are expected to initiate development projects at wards level being the agents of devolution at the grassroots. In addition, they are expected to monitor the implementation of county funded projects as part of their oversight role. The level of participation in this crucial function undermines a fundamental role of the MCA thereby hindering performance of county assemblies.

4.5.3.6 Our county assembly interacts with police officers every month

Police are constitutionally mandated by the Kenya constitution to maintain law and order, preservation of peaceful co-existence, protecting people's property, preventing

commission of crimes and apprehending law breakers is the duty of the police commission. Based on this role, the study sought to determine the level of interaction of the county assemblies with the body on office that maintains peace and security in the county.

The process of establishing the County Policing Authority in each of the 47 counties in Kenya has been a challenge. This has arisen mainly from the frustration of the process by officials from the national government and the National Police Service. Security is a national government function and hence the reluctance for counties to take part in its management. This formed the basis for inquiry on how often county assemblies interact with police officers to offer security. The result indicates a low level of interaction with police ($M = 2.82$, $SD = 1.178$). Due to the low-level police involvement in the performance of county assembly functions, there is need to enhance the level of involvement.

4.5.3.7. Our officers' network with officers from other county assemblies every month

Networking is the exchange of ideas and information among the groups of people with common profession or interest. It is mainly used to widen the scope of interaction and learn from each other and build cordial relations with other county assemblies in Kenya. Networking helps professions updated on the current trends. Based on networking and its effect in boosting performance prospects, the research sought to investigate the level of performance of county officers in the networking process.

The County Assemblies Forum (CAF) is primarily mandated to promote networking amongst the 47 County Assemblies, coordinate intergovernmental relation and enhance good practices in developing legislation. This core responsibility of the county assembly prompted the researcher to determine the extent of networking in county assemblies. There was moderate networking between MCAs from different counties of Kenya ($M = 3.29$, $SD = 1.045$) though there was high variability in the responses to this question ($SD > 1$).

4.5.3.8 We benchmark with officers from other county assemblies every month

Bench marking is aimed at improving quality in organization products and services rendered. It helps in identification of areas where gaps exist and how the gap identified can be plugged. Based on this critical role of benchmarking on improving performance of the county assemblies officers, the study sought to determine the level of benchmarking the county assemblies and MCAs *inter se*.

Further, the extent of benchmarking across county assemblies by county assemblies was assessed using descriptive statistics. The findings imply that there was moderate benchmarking between counties ($M = 3.19$, $SD = 1.052$) For instance, Bungoma County Assembly`s Justice and Legal Affairs Committee benchmarked with their Kakamega Counterparts on July 3, 2018. This benchmarking has gave MCAs the opportunity to share work plans, reports, and outlook of their respective committees` mandates, strengths and challenges and to re-evaluate their performance. The finding is that there was satisfactory sharing of experiences and insights through benchmarking among

county assemblies in Kenya which, if well leveraged can improve performance of county assemblies in Kenya.

4.5.3.9 We invite and interact with religious leaders in the county assembly every month

MCAs are political leaders at the lowest level of county governments and therefore they are expected to meet with various stakeholders in their areas of representation, key among these are the religious leaders who lead religious groups in spiritual matters. The level of interaction was found to be dismal at a mean of 2 with a S.D. of 1.096. This is an indication of minimal social ties which hinders effective performance of county assemblies in Kenya. Views and opinions of other leaders are critical especially during public participation where citizens are given right by the constitution to participate in making decisions that affect their well-being. Hence, there is great need to improve interaction with members of the clergy.

4.5.3.10. We interact with the county governor in development meetings every month

Governors are the overall managers of county governments in Kenya under the devolved system. Therefore, there is need for the county assembly managers to work closely with the governors in order to come up with a robust development plan that will spur growth and development of devolved units and ensure development is uniformly distributed in all parts of the country. The study sought to determine the level of interaction with the governors who are also the county Executive officers. Under

interactions with governors in development meetings, there was limited interaction with the governor on development ($M = 2.79$, $SD = 1.142$). The limited interaction with the governor as an implication of stifling and stagnation of development in counties and this limits the performance of assemblies.

4.5.4 Citizen Participation

Devolution is designed to engage citizen participation by bringing government services, elected representation and decision making closer to Kenyans. Citizen participation (CP) has been greatly advocated by human rights organizations in Kenya. That is why it was one of the key pillars' of the 2010 constitution. Citizen participation provides citizens with an opportunity to influence public decisions in a democratic decision making process on matters that affect people. CP in Kenya is exercised through various forms that include but not limited to voting in leaders to represent the electorates attending meetings, signing petitions on desired government and many other forms.

The devolution process reinforces the *Constitution of Kenya's* new system of government in which citizen participation is a key ingredient of devolved governance. Therefore, an attempt was made to ascertain the effect of public involvement on performance of county assemblies in Kenya.

The status of citizen participation is presented in Table 4.6 where the feedback indicated the extent to which citizens participated in activities of the County assembly. The extents of agreements with statements regarding participation in county affairs were premised on five-point Likert scale. Specifically, the level of agreement of the respondents with the citizens and MCAs engagement in the following legislative

processes was measured on a scale of 1 to 5 as specified and the results of data analysis are presented in Table 4.6.

Table 4.6

Citizen Participation

Variable	N	Min	Max	M	SD
Citizens provide feedback on implementation of projects in the wards	98	1	5	3.54	0.932
Citizens participate in planning of the ward projects	98	1	5	3.90	0.879
Citizens participate in the implementation of the projects in the wards	97	1	5	3.41	0.987
Citizens make suggestions on how to improve on the planning of the ward projects	97	1	5	3.66	0.956
Citizens bring out their views on how to improve on the implementation of the ward projects	96	1	5	3.75	0.951
Citizens suggest corrections to be made by the county assembly on the planning of the ward projects	98	1	5	3.69	0.999
Citizens suggest corrections to be made by the county assembly on the implementation of the ward projects	96	1	5	3.56	0.982
There is commitment by the MCAs towards the public participation programs	98	1	5	3.79	1.133
Citizens usually have high expectations on the outcome of the citizen participation process	98	1	5	4.14	0.974
Citizen participation	98	1	5	3.72	0.773

The result Table 4.6 implies that that there was moderate citizen participation ($M = 3.72$, $SD = 0.77$). This level of participation was low because the threshold should have been 4.00. The implication is that citizens need to be sensitized more to enable them participate actively in the governance of the counties by rendering their voice in all the affairs of governance. The most prevalent instances of citizen participation were that “Citizens participate in planning of the ward projects” ($M = 3.90$, $SD = 0.88$) and “Citizens usually have high expectations on the outcome of the citizen participation process” ($M = 4.14$, $SD = 0.97$). However, there was relatively low provision of feedback on implementation of projects in the wards ($M = 3.54$, $SD = 0.93$) and participation of citizens in the implementation of the projects in the wards ($M = 3.41$, $SD = 0.99$). This finding implies that citizens need to participate more in project implementation at the ward levels and also provide feedback which can be used to improve governance and service delivery by the county assemblies. Further, the results on individual measures of citizen participation are as follows:

4.5.4.1 Citizens provide feedback on implementation of projects in their wards

The extent to which citizens provide feedback on projects implemented in their wards was assessed based on the data that was collected on the question on feedback on implementation of projects in the wards. There was moderate feedback ($M = 3.54$, $SD = 0.93$). The implication of this finding is that there is need for the community to provide feedback on the projects that are implemented at their ward levels to enable the MCAs and the county assembly managers take action in case of unwarranted delays. It is noted that high level of community participation in giving feedback on the projects

implemented in various wards in the country was a key factor that strengthen the county assemblies' performance.

4.5.4.2 Citizens participate in planning of ward projects

On this section the researcher wanted to know whether citizens are involved in planning of projects at ward level. Citizen participation gives a platform to access government information and express views on development programmes at wards level which is deemed critical if a county is to develop. Resident's best understanding of their community needs and engaging them in developmental processes can help the county to ensure that its programmes are relevant to the community. Consequently, the extent of the citizen participation in planning of ward projects was assessed. There was citizen participation in the planning of ward projects ($M = 3.90$, $SD = 0.879$). This is in tandem with the World's Bank World Bank (2006) finding that there was satisfactory involvement of citizens inward projects planning and this improves performance of county assemblies.

4.5.4.3 Citizens' participation in implementation of projects in the wards

Citizen participation is an important aspect of public projects as it creates accountability and openness during implementation process. A project refers to time bound activity carried out by individuals working together to develop a unique activity within a set budget, deliverables and time (In this study, the participation of citizens in the implementation of the projects in the wards was assessed and found to be moderately satisfactory ($M = 3.41$, $SD = 0.987$) It is thus suggested that citizen participate in the implementation of ward projects which enhances citizen participation.

4.5.4.4 Citizens suggestion on how to improve on the planning of the ward project

Wards projects are implemented to help in development of the residents of the wards that are represented in assemblies by the MCA. Therefore, there is an urgent need to involve the people through active consultation and participation. Development is not an event but a process and therefore the feelings and opinions of the served people is critical. The researcher wanted to determine the extent in which people are involved. According to the results, there were citizens' suggestions on how to improve planning at ward level ($M = 3.66$, $SD = 0.95$). The result implies a moderate level of citizen participation in the aspects of projects processes.

4.5.4.5 Citizens air views on how to improve on the implementation of the ward projects

It was found (see Table 4.6) that citizens aired their views on how to improve implementation of ward projects ($M = 3.75$, $SD = 0.951$); though this needs improvement because the mean on the statement "Citizens air views on how to improve on the implementation of the ward projects" was less than 4 (which is "agree"). A higher mean value would indicate a high-level participation of citizen in affairs that concern them regarding how to improve the implementation of projects in the wards. Lamb's (2011) in a study on voluntary community participation in community economic development in Canada asserts that there is a significant correlation between ones desire to participate and the benefits expected from involvement. Consequently, there is need to enhance the mechanisms through which the citizens can provide views

on the project's in their wards and communities for purposes of improving the outcomes of these projects.

4.5.4.6 Citizens suggest corrections to be made by the CA on the planning of projects

With regard to whether citizens suggested corrections to projects that were at planning stage when mistakes were realized in implementation of ward projects, the result of analysis of data on the statement "Citizens suggest corrections to be made by the CA on the planning of Projects" showed that to be at a moderate extent, citizens make suggestions for correction to projects that were being planned ($M = 3.69$, $SD = 1.00$). The suggestions for corrections were based on errors they detected when projects were being implemented in the wards.

4.5.4.7 Commitment by the MCAs towards the public participation programs

The study sought to ascertain whether members of county assemblies in Kenya are committed towards public participation as enshrined in the constitution of Kenya 2010. An analysis of data that was collected on the "*Commitment by the MCAs towards the public participation programs*" showed that, the MCAs were moderately committed to public participation programs with a mean of, $M = 3.79$ ($SD = 1.13$). Thus, there was moderately sufficient commitment among the MCAs to engage the public in affairs that concern them. High levels of commitment are an indication of high-level output of county assemblies in Kenya hence the need to enhance the public participation.

4.5.4.8 Citizens have high expectations on the outcome of the citizen participation process

Public participation in Kenyan counties is one way of ensuring transparency and accountability in governance (Hellena, 2011). An example is the gravity of public participation in the oversight of public finance in Kenya. In this regard, the extent of the expectations of the citizens on their participation was studied. The results in Table 4.6 suggest that the citizens had very high expectation on their participation process ($M = 4.44$, $SD = 0.974$). The results implied that citizens had a high level of expectations out of their participation in county activities including the projects in their respective wards and communities.

To sum up, the descriptive results suggest that citizens are moderately involved in matters that affect them. As already found, citizens need to participate more in project implementation at ward level and also provide feedback which can be used to improve governance and service delivery by the county assemblies.

4.5.5 Legislation

The level of satisfaction of the respondents with the MCAs engagement in the following legislative processes was measured on a 5-point Likert scale and the results outcome is as shown in Table 4.7.

Table 4.7*Legislation*

Level of satisfaction of MCAs engagement in the following legislative processes	N	M	SD
Consideration and approval of policies	97	3.35	0.867
Enactment of the bills	98	3.63	0.978
Amendment of the existing laws	98	3.29	0.942
Vetting of the county executive nominees	98	3.86	0.995
Enactment and consideration of the regulations	97	3.44	1.010
Budgeting by the County Assembly Service Board (CASB)	98	3.65	1.085
Consideration and approval of the County Plans	97	3.55	0.979
Annulment of the Acts of the County Assembly	98	3.06	0.972
Answers to petitions	97	3.55	1.011
Considerations of the motions	97	3.79	1.04
Approval of the motions]	98	3.82	1.078
Number of statements sought	98	3.79	1.028
Response to the statement made and questions asked	98	3.33	1.156
Rulings and directions made by the speaker	98	3.89	0.983
Legislation	98	3.57	0.699

As seen from Table 4.7, the County assemblies are performing moderately ($M = 3.57$, $SD = 0.70$) with regard to legislation which implies that they are not effective enough based on the responses received and analyzed. Assemblies have three key responsibilities that include legislation, oversight and representation. The findings indicate a moderate performance in general on the aspects that were considered touching on devolution. The moderate performance implies that though the performance is above the mean of 3.00, assemblies are not performing as expected and this has an effect on the managerial aspect in as far as performance is concerned.

4.5.5.1 Consideration and approval of policies

Policies are formulated in order to make informed decisions. The approval of policies by the assembly is aimed at ensuring that the policies formulated by the executive are not self-serving. Based on this understanding the researcher was out to determine how the county assemblies consider policies being approved. The results in Table 4.7 demonstrate that county assemblies actively participate in approval of plans and policies brought before the floor of the county assemblies ($M = 3.35$, $SD = 0.87$). It can be concluded that policies are effectively processed and approved by county assemblies which is an indicator of good performance.

4.5.5 .2 Enactment of the bills

The county enacts or amends laws upon preparation of new bills or amendment bills and debates them in the Assembly. Based on the above mandate of the county assemblies act the, study sought to establish whether the county assemblies in Kenya are performing as was expected. It was found that ($M = 3.63$, $SD = 0.97$) counties were

actively executing their mandate in the enactment of bills. The active enactment of bills is a signal that county assemblies are performing their responsibilities as was expected of them which in turn positively affected performance.

4.5.5.3 Amendment of the existing laws

Drafting and amending legislation in county assemblies must always be construed to form one coherent whole while amendments require caution and acquiescence of the drafters with laws to be amended and other related laws. Once laws passed by the county assemblies are found to be ineffective or the Governor does not assent to the bills passed by county assemblies then they must be amended to be consistent with the constitution. Laws are amended when they are inconsistent with the constitution or when they are obsolete and they are no longer serving the purpose they were intended to address. County assemblies have been mandated by the Kenyan constitution to wit, Article 185 of the CoK, 2010 to make and amend laws. It is on this basis the researcher sought to investigate whether county assemblies amend laws. The amendment of existing laws was reported to be satisfactory ($M = 3.29$, $SD = 0.94$). Hence, the Assemblies were expeditious in the effecting of necessary amendments of laws to ensure they are in agreement with the constitution and progressive.

4.5.5.4 Vetting of the county executive nominees

Vetting is done to determine the suitability of the appointed person to hold the office for which he/she has been nominated for. Based on this, the researcher sought to determine whether executive nominees are vetted by the county assemblies to determine their suitability. The findings reveal that as was the case with amendment in county

assemblies the findings reveal a moderate albeit effective in their performance on vetting of county executive nominees ($M = 3.86$, $SD = 1.00$). This function is important in ensuring that the executive governance organ of the county is able to perform its mandate without unnecessary delays which would negatively affect the county executive operations due to lack of suitable adequate staff.

4.5.5 .5 Engagement in legislative processes

One of the key mandates of county assemblies is legislation. Legislation is carried out to put laws and regulations in place for the smooth functioning of societies. Societies cannot effect development where there is disorder and anarchy. It is on this critical responsibility that the researcher sought information on legislative process. Further, an assessment of the speakers,' clerks' and deputy clerks level of satisfaction with the citizens and MCAs engagement in legislative processes was also done. First, the enactment and consideration of the enactment of laws and regulations was moderately effective ($M = 3.44$, $SD = 1.01$). This implies that the county assemblies' managers were satisfied with the performance of MCAs on enactment of various legislative instruments brought before the floor of the county assembly. The management of the county assemblies is performing as expected of them by the electorates.

4.5.5.6 Budgeting by the County Assembly Service Board

The budget process for County Governments is a continuous process. No meaningful development can take place in the county if there is no budget. Assessment of the budget is a crucial role in the county assemblies in an attempt to ensure that funding is done in areas that require urgent attention and affect a large section of the population in

the county. Therefore, counties should allocate adequate resources to spur socio-economic development and uplift common people from the vagaries of poverty. It is on the basis of this important function of allocating resources to various county functions that the researcher sought satisfaction levels of the residents residing in various counties. This process was found to be satisfactory ($M = 3.65$, $SD = 1.09$) though the responses were widely varied. This finding suggests that the budgeting by the county assembly service boards performance was satisfactory and the residents for the county are getting value for resources that have trickled to the county from the national government and that the budgets made by the various CASBs.

4.5.5.7 Consideration and approval of the County Plans

Article 220(2) of the Constitution of Kenya and Part XI of the County Governments Act, 2012 deal with county planning where each county is expected to prepare a comprehensive development plan to guide its operations. The main purpose of plan is to ensure uniform distribution of development in all parts of the county and especially in areas where the national government had marginalized for a sometime. With regard to consideration and approval of the County plans, there was a moderately satisfactory response ($M = 3.55$, $SD = 0.98$) as well as consideration and approval of county plans. The moderate response is an indication that county assemblies are headed in the right direction in matters concerning development agenda.

4.5.5.8 Annulment of the Acts of the County Assembly

The study also sought to establish whether there are pieces of the legislation that have been annulled by the county assembly. The results in 4.7 shows that the annulment of

existing laws and regulations was only moderate ($M = 3.06$, $SD = 0.97$) but less satisfactory than other aspects of legislative process.

4.5.5.9 Answers to petitions

Based on the right of association under Article 37 of the Constitution, the researcher sought to determine whether county assemblies received any petitions and the level of satisfaction as to answers to the petitions. According to the result in Table 4.7, there was moderate satisfaction with consideration of petitions by county assemblies ($M = 3.55$, $SD = 1.01$). The Moderate satisfaction is an indication of good performance.

4.5.5.10 Considerations of the motions

The study also sought to deduce the satisfaction levels with in regard to consideration of the motions. With a mean $M = 3.79$ and $SD = 1.04$, the result implies that county speakers and clerks were moderately satisfied with the consideration and approval of motions by the county assemblies. Motions are tabled on the floor of the house and debated upon by the members with members airing their views. From the findings it is clear that though the county assemblies are in their second term after the introduction of devolution they are doing a reasonably good job that has resulted in satisfactory ratings.

4.5.5.11 Number of statements sought

An analysis of data collected on the extent of satisfaction with “number of statements sought” showed that there was satisfaction with the extent to which the county assembly members sought statements ($M = 3.79$, $SD = 1.03$). Statements are sought on the floor of the house on matters that require clarification and the relevant committee of the house is given ample time to consult with the relevant county executive departments

and respond to the statement. A high value of satisfaction implies that in matters concerning statements, this avenue is highly exploited by the MCAs given. This helps in improving the performance of county assembly when viewed from this perspective.

4.5.5.12 Response to the statement made and questions asked

From the result that was obtained upon analysis of data on the “response to the statement made and questions asked”, this query was moderately satisfactory ($M = 3.33$, $SD = 1.16$). It is also noted that responses on this statement had high variability with $SD > 1$. This is an indication that the responses may have had slightly different comprehension of the statement. A high degree of variability on the response is an indication of varied answers on both above and below the mean. Therefore, not much can be deduced from the findings due to this high variation in the responses.

4.5.5.13 Rulings and directions made by the speaker

Finally, the study sought to determine the level of MCAs satisfaction on the rulings and directions given by the speakers on the floor of the houses. The results obtain suggests that the “Rulings and directions made by the speaker” were satisfactory ($M = 3.89$, $SD = 0.96$). The findings reveal that the stakeholders are satisfied with rulings made by the speaker of the house. An indication that assembly speakers being the managers of county assembly and occupying the senior most position in the assembly are able and competent in the performance of their responsibilities. The implication of this is that the management of county assemblies are adequate despite devolution and assemblies being new concepts and institutions in the country. The satisfactory levels are indicators of improvement in the performance of the county assemblies.

4.5.6 Oversight

Performance of the county assemblies with regard to provision of oversight was measured using statements that elicited response on the extent to which the MCAs participated in the various oversight activities listed in table 4.8. The statements were rated on a 5-point Likert Scale.

Table 4.8

Oversight Function

Item measure	N	M	SD
Implementation of the laws enacted by the county assembly	96	3.29	0.905
Implementation of the regulation to operationalize the enacted laws	95	3.22	0.877
Implementation of the Projects in the Wards	97	3.79	0.877
Implementation of the County Budget	97	3.65	0.83
Budget making processes	97	4.31	0.683
Consideration and evaluation of the annual audit report	94	3.74	0.775
Consideration and evaluation of the annual reports	94	3.69	0.748
Ensuring that money is well utilized and for the intended purpose	95	3.59	0.805
Prescribing appropriate sanctions for misappropriation of the public recourses	93	3.29	0.939
Vetting of the county executive nominees for various appointment	97	4.28	0.813
Oversight	98	3.67	0.569

Source: Author, 2021.

From the results in Table 4.8, the oversight function was being performed only to a moderate level ($M = 3.67$, $SD = 0.57$); it was hardly satisfactory. This notwithstanding, the *budget making processes* ($M = 4.31$, $SD = 0.68$); and *vetting of the county executive*

nominees for various appointment ($M = 4.28$, $SD = 0.81$) were highly and thus satisfactory ($M > 4$)

The results on individual item measures are as follows:

4.5.6.1 Implementation of the laws enacted by the county assembly

Relating to this section the study sought to determine whether laws enacted by the county assemblies are implemented. From the result on Table 4.8, the “*Implementation of the laws enacted by the county assembly*” was moderately satisfactory ($M = 3.29$, $SD = 0.91$) which implies that the performance of the county assemblies with regard to implementation of the laws enacted by the county assembly was perceived as satisfactory by the respondents to the survey made for purposes of this study.

4.5.6.2 Implementation of the regulation to operationalize the enacted laws

Before a law is implemented the legislative bodies must enact regulations to operationalize the enacted laws. The implementation of the regulation to operationalize the enacted laws was moderately satisfactory ($M = 3.22$, $SD = 0.88$). From the results it is clear that regulations to aid in implementation of laws were in place.

4.5.6.3 Implementation of ward projects

The County Governments Act 2012 prohibits MCAs against involvement in projects implementation to avert conflicts of interest. Based on the guidelines provided by the Controller of Budget Circular No. 26 of 2014 on ward development funds, the study sought to establish whether ward projects were implemented at the lowest unit of representation. From the result found on Table 4.8, oversight over the implementation of ward projects was reported to be moderately satisfactory ($M = 3.79$, $SD = 0.88$).

From the findings it clears that oversight over the implementation of the ward projects was being prioritized by the MCAs.

4.5.6.4 Implementation of the County Budget

County executive is required to prepare an annual budget and submit it to the county assembly for approval before any money is released to the counties by the COB and spent. It is on the basis of this legal requirement the researcher wanted to establish whether budgets are implemented as approved by the county assembly. The oversight over the implementation of county budgets was moderate ($M = 3.65$, $SD = 0.830$) and thus unsatisfactory.

4.5.6.5 Budget making processes

Preparation of budget is the responsibility of the county executive and CASBs and the budget should be approved by the county assembly. When the budget making process was assessed by analyzing data on this aspect of county assembly performance, it was found that the process was satisfactory ($M = 4.31$, $SD = 0.683$) since it had a mean of greater than 4.0. From this high level of satisfaction, is concluded that county assemblies' budget making process was effective. This has the effect of not delaying the implementation of county programmes and projects thus improving the output of counties governments in Kenya.

4.5.6.6 Consideration and evaluation of the annual audit reports

The county assemblies are obligated to consider and evaluate annual audit reports. Audit Reports are the final key monitoring and evaluation documents that come at the tail end of the budget process in each county. Audit Reports give an independent

evaluation on whether counties were prudent in their use of public resources and whether the public got value for the financial and non-financial resources spent. The Auditor General (OAG) is required by law to produce Audit Reports in not more than six months following the end of each financial year. This means that by the 31st of December each year the OAG will have produced the audit reports when the Auditor General submits the Audit Reports to county assemblies the office of the OAG is required to publish these reports within 14 days of submission to the county assemblies. Based on the above legal requirement the study sought to know whether county assemblies evaluate the annual audit reports. It was found that the consideration and evaluation of the annual audit reports by the county assemblies was moderately satisfactory ($M = 3.74$, $SD = 0.775$). From the relatively moderate mean response it is evident that there is timely consideration and evaluation of audit reports which is necessary for transparency, accountability and good governance; including detecting financial indiscipline.

4.5.6.7 Consideration and evaluation of the annual reports

The annual reports contain key information on a county financial utilization that can be used to measure prudent use of public resources for the benefits of the residents. An assessment of the extent to which the county assemblies considered and evaluated annual financial reports generated by the auditor general and the other mandatory statutory annual reports was done and founds to be moderately satisfactory ($M = 3.69$, $SD = 0.748$). This function is necessary for ensuring prudence in the use of county

financial resources and compliance with mandatory statutory obligations stipulated by various county Government laws and concomitant relations.

4.5.6.8 Ensuring that money is well utilized and for the intended purpose

The study further sought to find out whether county executives prudently utilize financial resources effectively. Results from Table 4.8 indicate a mean of 3.59 with a standard deviation of 0.805. From the study it is evident that the county assemblies in Kenya monitor how county executives are making effective use of the counties' financial resources.

4.5.6.9 Prescribing appropriate sanctions for misappropriation of the public recourses

The study sought to determine whether county assemblies in Kenya sanction the officers in the various county governments when they misuse county resources. From the results in table 4.8 sanctions had a mean of 3.29 with a mean variability of 0.939. Results from the findings indicate that the performance on these aspects was moderate and that the county executive officers are appropriately sanctioned by the respective county assemblies when established that they have misappropriated public funds and other non-financial resources.

4.5.6.10 Vetting of the county executive nominees for various appointment

An analysis of data on "Vetting of the county executive nominees for purposes of various appointments" was done to determine the level of satisfaction of the respondents (speakers, deputy clerks and clerks). Vetting is an important aspect in hiring employees of county government in ensuring that the right people are hired for

the right job or rather to establish their suitability to serve. The study sought to establish whether county assemblies vet executive nominees for appointment to county executive committee members and other offices. This process of vetting had the highest rating at a mean of 4.28 with $SD = 0.81$. From this result it is suggested county assemblies in Kenya actively participate in vetting of CECs and other officers required by law to be vetted to establish their suitability to serve in the county governments` executive arm.

4.5.6.11 Summary result on Oversight function by county assemblies in Kenya

The electorates trust the MCAs to provide oversight over the executive on their behalf. It is on this basis that the relationship between oversight as one of the mandate of county assembly was assessed. This result shows that the oversight function by county assemblies was moderately satisfactory ($M = 3.67$, $SD = 0.569$), and that there was low variability in the responses ($SD < 1$).

4.5.7 Representation

One of the main functions of the county assemblies is to exercise the authority of enacting laws at the county level while at the same time articulating issues affecting the electorates in the county assemblies for necessary policy, legal and regulatory directions and related purposes. In this study, the practice of representative mandate and how it related with performance of county assemblies in Kenya was assessed.

Representation was operationalized using multiple items ($n = 11$). The extents of agreement with statements regarding the representative function of the County assemblies were anchored on a 5-point Likert scale. The “*Representation*” activities as

responded to by the respondents were analyzed using descriptive statistical analysis and the results are prepped in Table 4.9 where the means and standard deviations of individual items and for the composite constructs are presented.

Table 4.9

Representation

Statement:	N	M	SD
MCAs maintain effective social contracts with the electorates	98	3.66	1.015
MCAs effectively inform the electorates on the legislations being enacted in the county assembly	98	3.24	0.942
MCAs effectively consult with the electorates on matters affecting the electorates	98	3.41	0.972
MCA effectively ask questions on the floor of the house]	98	3.88	0.977
MCAs effectively present petitions in the county assembly on behalf of the electorates	98	3.22	1.189
MCAs effectively seek statements on matters of importance to the electorates	98	3.98	0.941
MCAs effectively seek statements from the executive arm of the government on the matters concerning development in their wards	98	4.09	0.886
MCAs effectively seek statements on issues concerning and affecting the electorates	97	4.01	0.963
The motions moved in the county assembly by the MCAs are purposed to safeguard the interest of the electorates	97	3.95	1.014
MCAs effectively solicit for resolutions from the floor of the house which have beneficial interest to electorates	96	3.81	1.039
The voting by the MCAs on any matter on the floor of the house is an expression of the views and opinion of the electorates	98	3.33	1.072
Representation	98	3.69	0.755

From the results in Table 4.9, the most satisfactorily ($M > 4$) performed representative functions or activities were “MCAs effectively seek statements from the executive arm of the government on the matters concerning development in their wards” ($M = 4.09$, $SD = 0.886$) and “MCAs effectively seek statements on issues concerning and affecting the electorates” ($M = 4.01$, $SD = 0.963$).

Further, the least rated representation activities were “MCAs effectively inform the electorates on the legislations being enacted in the county assembly” ($M = 3.24$, $SD = 0.94$), “MCAs effectively consult with the electorates on matters affecting the electorates” ($M = 3.41$, $SD = 0.97$) and that “MCAs effectively present petitions in the county assembly on behalf of the electorates” ($M = 3.22$, $SD = 1.19$). This finding suggests that the MCAs do not regularly, frequently and effectively present petitions to the Assembly on behalf of the electorates; do not effectively inform electorates on legislations being enacted in the assembly and also on matters affecting the them. Therefore, there is need for the MCAs to improve on consultation with, passing of information to and presenting of petitions from electorates to the county assemblies.

Among the performance measures of the county assembly, the most highly ranked was representation ($M = 3.69$) followed by oversight ($M = 3.67$) and lastly legislation ($M = 3.57$). It is however noted that the differences in the ratings are minimal which implies that county assemblies` performance is below expectation and hence needs improvement to a level of $M = 4$ on a scale of 1 to 5. The MCA represents the ward at county assembly. Consequently, various aspects relating to the measures of representation are discussed here in below.

4.5.7.1 MCAs maintain effective social contracts with the electorates

Maintenance of social contracts with the electorate is important for understanding the issues and concerns of electorate. In this regard an assessment was made on whether the MCAs maintain social contracts with the electorate. The results of data analysis on how MCAs maintain effective social contracts with the electorates were that the maintenance of social contacts with the electorate was moderately effective ($M = 3.66$, $SD = 1.01$). The result implies that there were moderate effective social contracts with the electorate.

4.5.7.2 MCAs inform the electorates on the legislations enacted by county assemblies

The study further sought to establish whether MCAs inform the electorates on pieces of legislation before the county assembly. MCAs only moderately inform the electorates about on the legislations enacted by county assemblies ($M = 3.24$ ($SD = 0.94$). The implication of this result is that there in need to improve the sharing of information between the electorates and the MCAs by the latter improving the manner in which they share the information on the legislations enacted by county assemblies.

4.5.7.3 MCAs consult electorates on matters affecting the electorates

The study assessed whether MCAs performs this important aspect in ensuring the devolution succeeds and found that this was moderate ($M = 3.41$, $SD = 0.97$). From the study findings, the MCAs were moderately consulting the electorate on matters that affected them and that this needs to be strengthened.

4.5.7.4 MCAs ask questions on the floor of the house

Data was collected and analyzed on the extent to which the MCAs asked questions in the floor of the assembly. The MCAs performed this role to a moderate satisfaction ($M = 3.88$, $SD = 0.98$). There is however room for improvement on this aspect of MCAs role on representation of the matters of interest to the public.

4.5.7.5 MCAs present petitions in the CA on behalf of the electorates

The Kenyan electorates have high hopes in the new system of governance where people are allowed to elect their representatives at the grass root and in this case at the ward level. An assessment of the extent to which MCAs present petitions in the CA on behalf of the electorates, showed that they did this to a moderate extent ($M = 3.22$, $SD = 1.19$). From the findings it was concluded that MCAs present petitions on behalf of the electorates for consideration by the respective county assemblies albeit at a moderate extent hence the need to improve this role.

4.5.7.6 MCAs seek statements on matters of importance to the electorates

MCA represent the electorates at ward level and are expected to champion the interest of the people. Therefore, MCAs are expected to seek statement (s) from the floor of the house on matters that affect their people. The study sought to determine whether MCAs are up to the task. It was found that MCAs moderately sought statements on matters that affect the electorate ($M = 3.98$, $SD = 0.94$).

4.5.7.7 MCAs seek statements from the county executive on development matters in their wards

The MCAs are restricted from performing executive functions due to the principle of separation of powers and also to avoid conflict of interest. From the fact that MCAs do

not perform executive functions the study sought to determine whether MCAs seek statements from the executive on development matters. The respondents agreed that MCAs seek such statements ($M = 4.09$, $SD = 0.88$). This result implies that the MCAs satisfactorily sought statements from the executive on development in their respective wards. In this way, the MCAs are able to explain to the electorate what the county executive is doing regarding matters that concern the electorates which include social service and physical infrastructure among others.

4.5.7.8 The motions moved in the County Assembly by the MCAs safeguard the interest of the electorates

One of the responsibilities of the county assembly member is to guard the interest of the electorate to ensure development initiatives are carried out in their units of representation. MCAs are elected to render services to the electorate, including by sponsoring motions in county assemblies to safeguard voters' interest. Based on the above requirement the study sought to establish whether MCAs move and execute motions in the assembly to safeguard public interest. The respondents agree that the motions moved in the County Assembly by the MCAs safeguard the interest of the electorates ($M = 3.95$, $SD = 1.01$). The result on this question implies that the MCAs are moving motions that comprise the interests of their respective electorates.

4.5.7.9 MCAs seek resolutions from the house which have beneficial interest to electorates

Sometimes MCAs may decide to bury their political differences and concentrate on delivering on their mandate for the benefit of county residents who have been suffering

due to lack of essential services. In this study the researcher assessed whether there were times when leaders in county assemblies put aside their differences for the benefit of the voters. The result suggest that the MCAs sought resolutions from the house which have beneficial interest to electorates ($M = 3.95$, $SD = 1.04$). This result implies that there was sufficient opportunity to seek ways of resolving issues in a manner beneficial to the electorate.

4.5.7.10 Voting by MCAs is an expression of the views and opinion of the electorates

Finally, data was collected and analyzed to determine whether voting by the MCAs was an expression of views and opinion of the represented under the Kenyan devolved system of government. The study thus sought to ascertain whether voting by MCAs is an expression of the voters' views. The MCAs performance moderately ($M = 3.33$) with regard to "Voting by MCAs is an expression of the views and opinion of the electorates" This implies that there is room for implement of the MCAs performance on this aspect of representation with regard to making the voting of the MCAs aligned to the views and opinions (and interest) of the electorate.

4.5.8 Performance of County Assemblies

The extent of satisfaction with performance of the County Assembly on various indicators of performance was assessed and the outcome is as presented in table 4.10.

Table 4.10*Performance of County Assembly*

Statement	N	M	SD
Feedback made to the electorates	98	3.07	0.966
Engagement of the citizens in conduct of the County assembly business	96	3.32	1.031
The number of the overall feedback made to the executive arm of the county government by the county assembly	97	3.53	0.936
The frequency of participation by MCAs in the debates and other County assembly business	98	3.48	0.955
Availability of the MCAs to attend to County assembly business	97	3.43	0.978
Synergy between the MCAs and County assembly support staff	97	3.62	1.035
Number of the plans approved by the county assembly	97	3.49	0.926
Number of people (nominees) vetted by the county assembly	98	4.00	0.897
Number of responses or answers made to the petitioners arising from the petitions	97	3.49	0.980
Comprehensiveness of the responses made by the executive arm of the county government and arising from the questions asked by the MCAs at the floor of the house	98	2.92	1.081
Compliance by executive arm of the county government with legal timelines regarding presentation of mandatory annual reports to the county assembly	98	2.99	1.06
Monitoring of implementation county assembly's resolutions and enacted laws by the county executive	97	3.07	1.043
Performance of County assemblies	98	3.36	0.662

4.5.8.1 Feedback made to the electorates

Feedback on performance is critical to any organization if it as to achieve its objectives. It is on this basis that the study sought to establish whether MCA gives feedback to the electorate. From the results in table a mean of 3.07 and a standard deviation of 0.966 were obtained. From the results it can be concluded that the MCA do give feedback albeit moderately to the electorate. The implication of the minimal feedback to the electorate is MCAs are not fully performing their mandate which is affecting performance.

4.5.8.2 Engagement of the citizens in conduct of the County assembly business

The researcher sought to determine the extent to which citizens are engaged in the conduct of assembly business. A mean of 3.32 with a standard deviation of 1.031 was obtained. From the results it can be observed that citizens are engaged in the conduct of assembly business though to a moderate extent.

4.5.8.3 Feedback made to the executive arm of the county government by the county assembly

County assemblies are required to work closely with the county executive arm of the county executive arm of the government. County assembly plays a critical oversight over the executive arm of the government on how county resources are spent to bring services closer to the people. Results, from table 15 show a mean of 3.53 with a standard deviation of 0.936. The results indicate a high level of communication between county assembly and the executive arm of the government. Feedback is a crucial aspect in management and the results indicate a high level of performance (Rosenberg, 2013).

4.5.8.4 Frequency of participation by MCAs in the debates and other County assembly business

The role of the MCAs is to represent the people. They do so, by presenting citizens views, opinions, and proposals before the county assembly. In a democratic society such as the Republic of Kenya, citizens elect a few people to speak for the larger group. After the consultation, the MCAs should present the wishes of the people before the Assembly. It is on this basis that the study sought to determine the frequency of MCAs participation in county assembly debates. Results from table 15 show a mean of 3.48 with a standard deviation of 0.955. The findings indicate that MCAs frequently participate in debates and other county assembly business thus improving performance of county assemblies in Kenya.

4.5.8.5 Availability of the MCAs to attend to County assembly business

The MCAs cannot present people's views, opinions, and proposals if they do not attend county assembly sessions. This formed the basis of study on the availability of MCAs to attend to county assembly business. Results from table 15 shows a mean availability of 3.43 with a standard deviation of 0.978. The findings indicate a moderate availability of the MCAs to attend to the county assembly business.

4.5.8.6 Synergy between the MCAs and County assembly support staff

MCAs are supposed to work in harmony with county assembly staff to enhance efficiency, effectiveness and enrich debates taking part in the floor of the county assembly. The study sought to the synergy between staff and county assembly staff. Results in table 15 shows a mean of 3.62 and a standard deviation of 1.035. The

findings indicate a high synergy working relationship between MCAs and county assembly staff. This high synergy indicates a high-level performance of county assemblies in Kenya.

4.5.8.7 Number of the plans approved by the county assembly

Counties in Kenya are required to prepare development plans in line with County Integrated Development Plans (CIDP) to guide development in the country. These development plans must go through the county assembly for approval. A county assembly may receive and approve plans and policies for the management and exploitation of the county's resources; and the development and management of its infrastructure and institutions. The study sought to determine whether plans are approved by the county assemblies and the number of plans. Results from table 15 shows a mean of 3.49 with a standard deviation of 0.926. The findings indicate a high level of plans approval by the county assemblies translating to an improved performance of county assemblies in Kenya.

4.5.8.8 Number of people (nominees) vetted by the county assembly

The study sought to determine whether county assembly plays this key function. Results in table 15 shows a mean of 4.00 with a standard deviation of 0.897. The findings indicate a high level of vetting of county nominees which improves out put of county assemblies in Kenya. The implication of the findings is that county assemblies are expeditiously vetting nominees for various posts to ensure residents get public services effectively.

4.5.8.9 Number of responses or answers made to the petitioners arising from the petitions

Petitions are written prayers to the County Assembly by a member of the public or private entity requesting the County Assembly to consider any matter within its authority, including enacting, amending or repealing any legislation. The study sought to determine whether responses are made to the petitioners. Results in table 15 indicate a mean of 3.49 with a standard deviation of 0.980. The findings indicate a very high level of response to petitioners from the petitions made. The high mean indicates high performance of county assemblies in Kenya in this area.

4.5.8.10 Responses made by the executive arising from the questions asked by MCAs on the floor of the house

MCAs frequently ask executive questions arising from but not limited to how county resources are utilized. The results in table 15 exhibit a mean of 2.92 with a standard deviation of 1.081. County assemblies are mandated by the constitution to safeguard county resources for the benefit of its residents. The findings indicate a low level of comprehensiveness of the responses from the executive arm thus undermining performance of county assemblies in Kenya. The minimal level of compliance implies the executive is not working in close relationship with the assemblies as expected.

4.5.8.11 Compliance by executive arm of the county government with legal timelines regarding presentation of mandatory annual reports to the county assembly

The study further sought to determine compliance of the executive arm of the government with legal timelines of annual reports. Annual reports and especially the financial reports to a great extent helps in determining whether resident's counties are getting value from the resources within the county and finances from the national government. The results show a mean of 2.99 with a standard deviation of 1.06. The findings indicate a low level of compliance with timelines set which lowers performance of county assemblies in Kenya. The low level of compliance and the delayed presentation of reports to the assemblies is a hindrance to effective performance.

4.5.8.12 Monitoring of implementation by the county executive of the county assembly's resolutions and enacted laws.

Implementation is the most important part of enacted legislation and resolutions passed by the county assemblies in Kenya. The study sought to determine whether county assemblies' monitors implementation of laws passed by the county assemblies in Kenya. A mean of 3.07 was obtained with a deviation of 1.043. The findings reveal a moderate level of monitoring by the county assemblies. This is in line with Sikundi (2016) on his study on factors influencing implementation of county funded development projects by Kilifi county government established that allocation of funding, political interference and the project size to a greater extent determined the rate of implementation and completion.

4.5.9 Performance of county assemblies in Kenya.

Finally, the researcher sought to determine the level of performance of county assemblies in Kenya. The results in table 15 show a mean of 3.36 with a minimal standard deviation of 0.662. The findings indicate a moderate level of performance by county assemblies in Kenya.

According to the results presented in table 4.10, Though there was satisfactory performance on Number of people (nominees) vetted by the county assembly (M = 4.00, SD = 0.90), there was unsatisfactory workings with the executive with regard to comprehensiveness of responses to questions provided by the County executive on the floor of the house (M = 2.92, SD = 1.08) and “Compliance by executive arm of the county government with legal timelines regarding presentation of mandatory annual reports to the county assembly” (M = 2.99, SD = 1.06). These two suggest that oversight of the executive by the County assemblies was rated as very weak and needed improvement.

According to the results presented in Table 4.10, Though there was satisfactory performance on Number of people (nominees) vetted by the county assembly (M = 4.00, SD = 0.90), there was unsatisfactory workings with the executive with regard to comprehensiveness of responses to questions provided by the County executive on the floor of the house (M = 2.92, SD = 1.08) and “*Compliance by executive arm of the county government with legal timelines regarding presentation of mandatory annual reports to the county assembly*” (M = 2.99, SD = 1.06). These two suggest that over

sight of the executive by the County assemblies was rated as very weak and needed improvement.

4.5.9 Summary Description of Managerial Ties, Citizen Participation and Performance

The composites mean and standards deviation of managerial ties: institutional, political and social ties; citizen participation, and performance measured by legislation, oversight and representation are presented on Table 4.11.

Table 4.11

Summary Description of Managerial Ties, Citizen Participation and Performance

	N	Min	Max	Mean Statistic	SD Statistic	Skewness Statistic	SE	Kurtosis Statistic	SE
Institutional ties	98	1	4	2.39	0.65	0.267	0.244	-0.154	0.483
Political ties	98	2	4	3.01	0.79	-0.018	0.244	-1.403	0.483
Social ties	98	1	4.3	2.81	0.71	-0.308	0.244	-0.457	0.483
Citizen participation	98	1	5	3.72	0.77	-0.908	0.244	1.287	0.483
Legislation	98	1.50	4.93	3.57	0.70	-0.665	0.244	0.306	0.483
Oversight	98	2.39	4.80	3.67	0.57	-0.188	0.244	-0.568	0.483
Representation	98	1	5.00	3.69	0.76	-0.865	0.244	1.333	0.483
Performance	98	1.73	4.83	3.36	0.66	-0.218	0.244	-0.006	0.483
Valid N (listwise)	98								

The descriptive results on managerial ties, citizen participation and performance of County Assemblies presented in Table 4.11 suggest that the most prevalent ties are the political ties, while the least are the institutional ties. However, all these ties are below the threshold of “agreement” that they actually exist because the aggregate means on all the ties is below $M = 4$ (“agree”) this result implies that there are insufficient

managerial ties between the County Assembly and other organs governance. In addition, performance of county assemblies was rated as moderate ($M = 3.36$, $SD = 0.66$) with representation being most satisfactory ($M = 3.69$, $SD = 0.76$) while performance on legislation was least satisfactory ($M = 3.57$, $SD = 0.70$). This notwithstanding the rating on legislation, oversight and representation were not much different from each other. This notwithstanding the rating of the respondents on legislation, oversight and representation was not widely varied because the standard deviation from the composite means was not large ($SD < 1$). Further, citizen participation in the county assemblies was also moderate ($M = 3.72$, $SD = 0.77$).

According to Kothari (2004), a normally distributed data enables the researcher to make guided, accurate and reliable conclusions. The researcher tested normality of the data obtained from the respondents in county assemblies in Kenya using skewness goodness-of-fit. Skewness statistic was used to confirm whether there was normality in the data collected. Normality is presumed absent when the frequency curve of the distribution is asymmetrically bell-shaped curve skewed to one side more than the other (Thoode, 2002). Since all the values range within ± 3 standard deviations from the mean in a normal distribution curve which implies that all the data variables analyzed were normal and unbiased. Though the result in table indicates that the data was normally distributed, the assumptions for normality was further confirmed using Kolmogorov – Smirnov tests (See part 4.4.5)

4.6 Analytical Model Diagnostics

The property of the data that was collected was explored using four diagnostic tests in order to determine the most suitable analytical models to use for assessing the relationships between and among variables. In essence the tests for the assumptions of the linear regression model were hypotheses test at 5% level of significance. In hypothesis testing if the test results happened by chance, the results of the study will be of little use. In order to fit the linear regression model, estimate parameters, test hypothesis, and assess the properties of the estimators, various test was carried out to determine the adequacy of the model. Consequently, the following tests were conducted. In particular, the normality test using Kolmogorov-Smirnov and Shapiro-Wilk statistics was performed. The null hypothesis which were tested in all instances, that is there is no linear relationship between independent and dependent variables, data is not normally distributed, error variances are not equal and that there is no multicollinearity among independent variables.

4.6.1 Linearity Test

Linearity test was assessed using correlation analysis to determine whether a linear relationship existed between the managerial ties and performance of county assemblies. The result is presented in Table 4.12.

Table 4. 12*Linearity Assessment*

Variable	Institutional ties	Political ties	Social ties	Citizen Participation	Legislation	Oversight	Representation
4. Citizen Participation	-.485** 0	.341** 0.001	.504* * 0	1			
5. Legislation	-.346** <0.001	0.119 0.242	.282* * 0.005	.517** <0.001	1		
6. Oversight	-.357** <0.001	.276** 0.006	.341* * 0.001	.465** <0.001	.559** <0.001	1	
7. Representation	-0.198 0.051	0.163 0.109	.200* 0.048	.404** <0.001	.418** <0.001	.527** <0.001	1
Performance of County assemblies	-.409** <0.001	0.127 0.211	.205* 0.043	.448** <0.001	.470** <0.001	.489** <0.001	.667** <0.001
	98	98	98	98	98	98	98

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

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

As shown in Table 4.12, there was significant ($p < 0.05$) linear relationship between INT and overall performance ($r = -0.409$, $p < 0.001$); and between INT and both legislation and Oversight. Further all managerial ties variables (INT, POT, and SOT) and significant relation with oversight ($p < 0.05$ for all correlation coefficients). The composite score of performance of counties was also linearly and significantly related with all managerial ties variables except POT ($r = 0.127$, $p > 0.05$); and with citizen participation ($r = .448$, $p < 0.05$). This results suggests that there was linear relationship between managerial ties and organizational performance of county assemblies and thus linear regression model was suitable for assessing the influence of managerial ties on

organizational performance; and the moderating effect of citizen participation on the relationship between managerial ties (composite score of institutional, political and social ties) and organizational performance (composite of legislation, oversight and representation).

4.6.2 Multicollinearity Test

Multicollinearity is a statistical phenomenon in regression analysis to determine whether independent are correlated with each other. Presence of multicollinearity violates assumption regression analysis rendering coefficients unreliable (Kothari, 2004). Multicollinearity is the presence of high correlations between independent variables (usually $r > 0.8$). If such correlations are present then the two variables are not sufficiently independent of each other and are instead, a linear combination each other. In such cases, only one of the pair is used for further analysis while the other one is omitted. In this regard, multicollinearity test was conducted and the results is presented in Table 13.

Table 4.13*Multicollinearity*

Variable	Collinearity Statistics	
	Tolerance, T	Variance inflation factor (VIF)
Institutional ties	0.893	1.119
Political ties	0.852	1.173
Social ties	0.808	1.237

Since the typical threshold for the presence of multicollinearity is Tolerance, $T > 0.2$ and variance inflation factor, $VIF < 5$ (though $T > 1$ and $VIF < 10$ are also acceptable), there was no threat of multicollinearity since the values were within the stated thresholds (see Table 4.13) and that all variables were retained in the linear regression model.

4.6.3 Homoscedasticity Test

The equality of error variances of the dependent variable across all groups was assessed using the Levene's test and the results are found in Table 4.14.

Table 4.14*Leven's Test of Equality of Error Variance*

Construct	F	df1	df2	Sig.
Institutional ties	1.502	27	70	0.089
Political ties	2.803	2	95	0.066

From the result in Table 4.14, there was equality of error term variance for institutional ties and political ties but that the error term variance of the dependent variable was not

equal across the social ties values. However, the error term variance was equal for the composite score of managerial ties. This requirement was necessary for the choice of linear regression model for assessment of the influence of managerial ties on performance. The acceptable values for error term variances range from 0.01 to 101.01 or where the $p < 0.05$, the null hypotheses of equal variances is rejected.

4.6.4 Normality Test

The collected data was examined to ascertain whether the distribution of data on all the variables was outstanding different from a normal distribution. The Kolmogorov-Smirnov and Shapiro-Wilk statistics were used. The outcome is as presented in table 4.15

Table 4.15

Normality Test

	Kolmogorov-Smirnov ^a (KS)			Shapiro-Wilk (SW)		
	Statistic	Df	Sig.	Statistic	df	Sig.
Institutional ties	0.083	98	0.094	0.986	98	0.373
Political ties	0.210	98	<0.001	0.802	98	<0.001
Social ties	0.086	98	0.071	0.980	98	0.131
Citizen participation	0.119	98	0.002	0.949	98	0.001
Legislation	0.093	98	0.036	0.965	98	0.001
Oversight	0.074	98	.200*	0.982	98	0.213
Representation	0.114	98	0.003	0.953	98	0.001
Performance of CA (Composite score)	0.063	98	.200*	0.985	98	0.341

Source: Author, 2021.

The normality test results (Table 4.15) suggest that all the data on all the variables of the sample were significantly different from the normal distribution except for institutional ties (one of the three sub-variables of managerial ties) with $p = 0.094 > 0.05$; and oversight (one of the sub-variables of county assembly performance) which had a $p = 0.200 > 0.05$ for KS- statistic; similarly for the SW-statistics (institutional ties: $SW = 0.986, p = 0.373$; Oversight: $SW = 0.953, p = 0.213$) also had a p-value greater than 0.05 indicating that the two sub- constructs were not significantly different from a normal distribution. These statistics suggested that the distribution of data on the sample was largely not normally distributed. However, since the dependent variable which was performance of county assemblies was normally distributed, the data would fit a linear regression model for analysis.

Normality was tested using Kolmogorov-Smirnov test, with this, normality is assumed if p-value associated with K_S statistic is greater than .05 as was the case for the performance of county assemblies in Kenya. Usually, once the dependent variable is normally distributed, the linear regression model is fitted for the data and the parameters estimated as was the case in this study.

Further, results from Table 4.15 show that Kolmogorov-Smirnov statistics value of *Institutional ties* at 0.083, *Political ties*: 0.210, *Social ties*: 0.086, *Citizen Participation*: 0.119, *Legislation*: 0.093, *Oversight*: 0.074, *Representation*: 0.114 and performance of county assemblies: 0.063. All the K-S values except performance had a p- value less than the critical value of $p = 0.05$ meaning the data significantly deviated from a normal distribution except performance of county assemblies.

The Shapiro-Wilks test for normality was used to determine whether the distribution of scores of data that was collected on variables deviated from that of a comparable normal distribution. It was used to test for problematic outliers that could bias the results. Results from Table 4.15 shows political ties had Shapiro value of 0.802, citizen participation: 0.949, legislation: 0.965, representation: 0.953 all these values had an associated p-value of less than 0.05. If the 0.05 alpha level is chosen, the p-value is less than 0.05, then the null hypothesis that the collected data “are normally distributed” is rejected. Results from Table 4.15 shows that the data do not come from a normally distributed population except the performance of the county assemblies.

4.7 Relationship between Managerial Ties, Citizen Participation and Performance

The strength and direction of the relationship between managerial ties (institutional, political and social ties), Citizen Participation and Performance (oversight, legislation and representation) were assessed using Person product moment correlation of composite scores of the variables. The results are presented in Table 4.16.

Table 4.16*Managerial Ties, Citizen Participation and Performance*

Variable	1	2	3	4	5	6	7	8
1. Institutional ties (INT)	0.704							
2. Political ties (POT)	-.214*	0.750						
	0.034							
	-							
3. Social ties (SOT)	.308**	.370**	0.805					
	0.002	<0.001						
	-							
4. Citizen Participation	.485**	.341**	.504**	0.771				
	<0.001	0.001	<0.001					
	-							
5. Legislation	.346**	0.119	.282**	.517**	0.725			
	<0.001	0.242	0.005	<0.001				
	-							
6. Oversight	.357**	.276**	.341**	.465**	.559**	0.902		
	<0.001	0.006	0.001	<0.001	<0.001			
7. Representation	-0.198	0.163	.200*	.404**	.418**	.527**	0.775	
	0.051	0.109	0.048	<0.001	<0.001	<0.001		
	-							
8. Performance of County assemblies	.409**	0.127	.205*	.448**	.470**	.489**	.667**	0.756
	<0.001	0.211	0.043	<0.001	<0.001	<0.001	<0.001	
	98	98	98	98	98	98	98	98

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

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

The correlation results suggest the presence of significant linear relationship between institutional (-) and performance ($r = -0.409$, $p < 0.001$), and between social ties (+) and performance ($r = 0.205$, $p < 0.05$). However, the linear relationship between political ties and overall performance (comprising legislation, oversight and representation) county assemblies was not significant. However, political ties were positively and significantly related with oversight by county assemblies ($r = .276$, $p < 0.01$). Further, there was strong correlation between citizen participation and composite performance of county assemblies ($r = .448$, $p < .001$). The strongest correlation was between citizen participation and legislation ($r = .517$, $p < .001$) followed by oversight ($r = .465$, $p < 0.05$)

and lastly legislation (($r = .404$, $p < 0.05$). These findings are in agreement with Lamb's (2011) findings in his study on analysis on the voluntary citizen participation in community economic development in Canada that posits existence of a significant correlation between citizen participation and performance. Also shown in Table 4.16, the reliability test results for the study constructs are presented in the leading diagonal and demonstrated that the instrument was reliable. As seen from the reliability figures, all the constructs in the study: citizen participation ($\alpha = 0.771$), legislation ($\alpha = 0.725$), representation ($\alpha = 0.775$) and oversight ($\alpha = 0.902$) had reliability alphas above 0.7 ($\alpha > 0.7$ for all constructs) as recommended by scholars.

4.8 Moderating Effect of Citizen Participation on the Managerial Ties –

Performance Relationship

Further, the effect of citizen participation on the relationship between managerial ties and performance of county assemblies in Kenya was examined. The moderating effect of citizen participation (X_{cp}) on the interrelationship between managerial ties (social, institutional, and political) and performance (oversight, representation and legislation) was tested by first introducing the moderator (citizen participation, X_{cp}) in the model then introducing the interaction term. The results are presented in the tables that follow.

4.8.1 Introducing the Moderator: Citizen Participation

The moderating effect of citizen participation on the relationship between managerial ties and performance of County Assemblies was assessed through moderated linear regression. This was done in three steps: First, managerial ties predicting performance, then managerial ties and citizen participation predicting performance and lastly,

managerial ties, citizen participation and interaction term predicting performance. In all the steps, composite scores of the variables were used. The first step was as shown Section 4.6 (see Table 4.7) for direct effect of managerial ties on performance of county assemblies. The results of the regression of performance on a combination of managerial ties and citizen participation as predictor variables is presented on Table 4.17.

Table 4.17

Introducing the Moderator: Citizen Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565a	0.319	0.305	0.458718

a Predictors: (Constant), Citizen participation, Managerial Ties

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.365	2	4.683	22.254	<.001b
	Residual	19.99	95	0.21		
	Total	29.355	97			

a Dependent Variable: LOR COMP_av

b Predictors: (Constant), Citizen participation, Managerial Ties

Coefficients

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.137	0.38		5.623	<0.001
	Managerial Ties	0.006	0.132	0.004	0.042	0.967
	Citizen participation	0.401	0.062	0.564	6.457	<0.001

a Dependent Variable: LOR COMP_av

Table 4.17 results show a correlation R of 0.565. R values are used in assessing the overall fitness of the model which indicates the sturdiness of the relationship between the dependent variable (performance) and the predictor variables (composite measure of social ties, institutional ties and political ties; also, citizen participation). The R^2 is a proportion of the variance in organizational performance that was predicted by the predictor variables (managerial ties and citizen participation). The overall model significance was tested using F-test at 5% significance level. Both p-values for t-test and F test were below 0.05 indicating a significant relationship between the combination of managerial ties and citizen participation and performance; and between citizen participation and the organizational performance. This implies a significant relationship between the managerial ties and performance of county assemblies. Hence the model comprising managerial ties and citizen participation can reliably predict the changes in the performance of county assemblies in Kenya.

Further, the results (Table 4.17) shows that citizen participation fully moderated the relation between managerial ties and performance because the coefficient of managerial ties was insignificant (Managerial ties: $t = 0.042$, $p = 0.967 > 0.05$) while that of citizen participation was significant ($t = 6.457$, $p < 0.05$). It is noted that an insignificant effect of independent predictor variable in the presence of a moderating variable implies that the introduced variable fully moderated the relationship since all the managerial ties had been found to have a significant relationship with citizen participation from the correlation analysis (see sub-section 4.5).

The result in Table 4.17 shows that citizen participation fully moderated the correlation between managerial ties and performance because the coefficient of managerial ties was insignificant (Managerial ties: $t = 0.042$, $p = 0.967 > 0.05$) while that of citizen participation was significant ($t = 6.457$, $p = 0.001 < 0.05$). It is noted that an insignificant effect of an independent variable in the presence of a moderating variable implies that the introduced variable fully moderated the relationship since all the managerial ties had been found to have a significant relationship with citizen participation from the correlation analysis (see sub-section 4.5). The results opened on to the acceptance of the hypothesis that there was a significant positive relationship between citizen participation and organizational performance of county assemblies in Kenya.

4.9.2 Introducing the Interaction Term

The presence of a moderating effect is inferred only if the interaction term has a significant influence on the dependent variable. In this case, citizen participation would have a moderating influence on the interrelationship between managerial ties (institutional, social and political ties) and performance (legislation, oversight and representation) of County assemblies if the interaction between managerial ties (X) and citizen participation (X_{cp}), that is $X * X_{cp}$ had a significant influence on performance (an associated $t < 0.05$). The results of the introduction of the interaction term is illustrated in Table 4.18.

Table 4.18*Introducing Interaction Term*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565a	0.319	0.297	0.46115

a Predictors: (Constant), interaction term, Ties, Citizen participation

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.365	3	3.122	14.68	.000 ^b
	Residual	19.99	94	0.213		
	Total	29.355	97			

a Dependent Variable: LOR COMP_av

b Predictors: (Constant), interaction term, Ties, Citizen participation

Coefficients

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.181	1.913		1.14	0.257
	Managerial Ties (X)	-0.012	0.728	-0.008	-	0.016 0.987
	Citizen participation (X _{cp})	0.389	0.513	0.547	0.759	0.450
	interaction term	0.005	0.193	0.023	0.024	0.981

a Dependent Variable: LOR COMP_av

Key: LOR_COMP_av is the composite score for performance comprising legislation, oversight and representation

The result (Table 4.18) suggests that citizen participation did not have a significant moderating effect because the interaction term ($X * X_{cp}$) was insignificant (interaction term: $t = 0.024$, $p = 0.981 > 0.05$) on the relationship between material ties and performance but that it fully mediated the relationship. This result suggests that citizen participation completely attenuates the relationship between managerial ties and performance of county assemblies. The possible interpretation of this is that, the county assemblies' managerial ties should inform the citizen participation which in turn determines the performance of the County assemblies.

4.10 Test for Moderation using Logistic Regression

Besides the linear regression assessment of the relationship between managerial ties and performance; and of the moderating effect of citizen participation on this relationship, binary logistic regression model was estimated for both direct effects and moderating effects. This was done in three steps: Step 1 (Model 1) was for the direct logistic regression of managerial ties (institutional, political and social ties) on performance. Step 2 (Model 2) was for the regression of both managerial ties and citizen participation on performance and lastly, Step 3 (Model 3) was for the regression of managerial relations, citizen participation and interaction term on performance. In each of the steps, the significance of the influence of each variable on the odds for performance was determined at 5% level of significance. The results of this analysis are presented in this section.

Model 1: Direct effects

In this model, the prediction of the odds for performance of County Assemblies in Kenya are predicated by managerial ties variables, namely, institutional ties, social ties and political ties; the result is presented on Table 4.19.

Table 4.19

Influence of Managerial ties on Performance

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	118.948a	0.157	0.210

a Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

Classification Table

Observed		Predicted			
		Performance _bin		Percentage Correct	
		0	1		
Step 1	Performance _bin	0	34	17	66.7
		1	16	31	66
Overall Percentage					66.3

The cut value is .500

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Log odds
Institutional ties	-1.084	0.393	7.592	1	0.006	0.338
Political ties	0.119	0.303	0.155	1	0.694	1.126
Social ties	0.619	0.369	2.813	1	0.094	1.857
Constant	0.366	1.563	0.055	1	0.815	1.442

From Table 4.19 only institutional ties significantly deduced the odds for satisfactory performance by over 66% (Wald = 7.592, df = 1, p = .006 < .05).

Political and Social did not significantly increase the odds for satisfactory performance (Political ties: Wald = 0.155, df = 1, p = .694, exp (B) = 1.126; Social ties: Wald = 2.813, df = 1, p = .094, exp (B) = 1.857). While the influence of institutional ties on odds for organizational performance is negative; that is it significantly reduced the odds by 66.2% (or increases the odds by 33.8%), the impact of political and social ties on the odds for performance was positive but not significant (p > .05).

The research sought to predict the odds of organizational performance for county assemblies predicted by the variable political ties. The Wald value = 0.155, p = 0.694 > .05, Exp (B) = 1.126). From the table it is evident that social ties are not significant at 95% confidence level and this leads to the rejection of the hypothesis that stated there is significant positive relationship between political ties and performance of county assemblies in Kenya.

The logistic regression coefficient (B) = -1.084, Wald = 7.592, p = .006 <.05 and Exp (B) = 0.338) helps in formulation of the logistic regression equation $\log (p /1-p) = b_0 + b_1X_1 + b_2X_2 + b_3X_3$ where b_1 , b_2 , and b_3 are the coefficients of the independent variables' institutional ties, political ties and social ties respectively while b_0 is a constant. Fitting the values in the table in the regression equation $\log (p /1-p) = 0.366 - 1.084X_1 + 0.619X_3$. The other variable (political ties) is not significant (p = 0.694 > .05) though positive. From the equation it can be deduced that one-unit change of institutional ties

reduces the log odds of organizational performance by 0.662 or 66.2% while one-unit change in social ties increases the log odds of the performance by 1.857.

The findings are supported by Carmago and Maciel (2016) findings in their study on *(social connections in organizations: the effects of local ties on job engagement and performance)* established that intra-organizational social connection and the control variables satisfaction and operating position were statistically significant predictors of job performance. The results are in agreement with Othiman and Nasuridin (2013) in their study on *“Social ties and work engagement: A study of Malaysian nurses”* established that there was a positive relationship with work engagement among the nurses in Malaysia. Political ties’ being not significant in this study is contradictory to (Chung, 2012) in his study on *“export market orientation, managerial ties and performance”* findings that established that political ties are significant and negatively related to performance.

Model 2: Introduction of citizen participation - the moderating variable

Upon introduction of the moderating variable, the outcome is shown in Table 4.21.

Table 4. 20*Managerial Ties and Citizen Participation Predicting the Odds for Performance**Model Summary*

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	106.236a	0.26	0.346

a Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

Classification Table

Step	Observed	Performance_bin	Predicted		Percentage Correct
			0	1	
1	Performance_bin	0	37	14	72.5
		1	12	35	74.5
Overall Percentage					73.5

a The cut value is .500

Variables in the Equation

	B	S.E.	Wald	Df	Sig.	Exp(B)
Institutional ties	-0.723	0.434	2.769	1	0.096	0.485
Political ties	-0.152	0.336	0.205	1	0.651	0.859
Social ties	0.293	0.412	0.503	1	0.478	1.340
Citizen participation	1.527	0.481	10.095	1	0.001	4.606
Constant	-4.508	2.31	3.809	1	0.051	0.011

As seen from the result on Table 4.20 *citizen participation* fully mediated the connection between managerial ties and performance of county assemblies in Kenya.

This is because while the influence of citizen participation (moderator variable) was

significant (Wald = 10.095, df = 1, p = .001, exp (B) = 4.606), all the managerial ties variables (institutional, political and social ties) did not significantly predict the odds for performance of county assemblies in Kenya. Specifically, citizen participation increased the odds for satisfactory performance of county assemblies in Kenya by more than fourfold, that is by 4.606 (exp (B) = 4.606). Further, in the presence of citizen participation, Institutional ties reduced the odds for satisfactory performance by about 50% at $p < .1$ (Wald = 2.769, df = 1, p = .096, exp (B) = .485). However, this influence was not significant at $p < .05$. Similarly, Political ties reduced the odds for satisfactory performance by about 15% (Wald = .205, df = 1, p = .651, exp (B) = .859). In particular, this result implies that, in the presence of citizen participation, managerial ties have no direct influence on the chances (odds) for performance of county assemblies.

The study investigated the relationship between social ties and performance by formulating the null hypothesis that there is no statistically significant positive relationship between social ties and performance. The hypothesis was rejected ($p = 0.6974 > .05$). The findings therefore indicate social ties in county assemblies are not well implemented leading to decrease in the output of county assemblies. The study also tested the proposition that there was no significant positive relationship between political ties and performance of county assemblies. The Hypothesis is not rejected since $p = 0.694 > .05$, even though it increases the odds of performance by positive 1.126. The findings therefore indicate the effect of political ties of performance is not

well implemented in county assemblies and therefore affecting improved performance of county assemblies.

The outcome of this study are in agreement with Lee and Kim (2017) who in their studies on *citizen participation, process and transparency in local government in China*” OLS regression established that the connection between citizen participation and transparency in government was not significant. The findings are also in agreement with Omana (2019) who in his study on “*citizen participation processes and transparency in local government*” established that citizen participation in online and offline participation programmes in government was significant and positively associated with perceived transparency in government (Lee & Kim, 2017).

Model 3: Introduction of interaction term

The interaction terms comprising the product of the composite score of managerial ties (MT) and citizen participation (CP) was calculated and included in the model as a third step for the test of moderation effect. The outcome of the logistic regression analysis (Model summary, classification table, and variables in the equation) are presented in

Table 4.21*Introducing the Interaction Term into the Model*

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	108.259a	0.244	0.326

a Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

Classification Table

	Observed	Predicted		Percentage Correct	
		Performance _bin			
		0	1		
Step 1	Performance _bin	0	36	15	70.6
		1	13	34	72.3
	Overall Percentage				71.4

a The cut value is .500

Variables in the Equation

	B	S.E.	Wald	Df	Sig.	Exp(B)
Managerial ties	-4.620	4.367	1.119	1	0.290	0.010
Citizen participation	-1.091	3.009	0.131	1	0.717	0.336
interaction term	1.106	1.146	0.932	1	0.334	3.023
Constant	5.194	11.354	0.209	1	0.647	180.121

a Variable(s) entered on step 1: Managerial ties, Citizen participation, interaction term

In the linear regression model with OLS R^2 , (the coefficient of determination) summarizes the proportion of variance in the dependent variable (in this organizational performance of County assemblies) connected to with the predictor (independent)

variables, with larger R^2 values indicating that more of the variation is explained by the model, to a maximum of 1. The Nagelkerke R Square suggests that about 34.6 % of the variation in the outcome (organizational performance) is explained by this logistic model, hence this is a good model fit.

Since the coefficient of the interaction term (MT*CP) was insignificant (Wald = 0.932, df = 1, p = .0334, exp (B) = 3.023), that is, citizen participation had no significant influence on the odds for performance, it was concluded that citizen participation did not have a significant moderating effect on the relationship between managerial ties and performance of county assemblies in Kenya.

From Table 4.21 citizen participation significantly predicted the odds for organizational (county assemblies) performance (Wald = 10.095, df = 1, p = 0.001 <.04, exp (4.606)) This finding contradicts Pandeya (2015) who found a significant but negative relationship between citizen participation and performance and that this may be resulting from the fact that most of the citizens were inadequately aware of their rights and duties; they also lacked essential civic knowledge and skills required to adequately handle intricate processes namely local planning, budgeting, and ensuring accountability. However, the finding corroborates that of Vanda, Machado and Vasconcelo (2016) who established that citizens' participation in public policy is significant and positively increases citizens' democratic attitudes and participation thus enhancing trust in institutions and increases support for democracy in the governments.

4.11 Hypotheses Testing

In empirical studies like this one, hypothesis testing is necessary to ascertain whether a significant relationship exists between a pair of variables or if a variable significantly influences another variable. In this study hypotheses were tested to assess the influence of managerial ties on organizational performance of the county assemblies in Kenya and the moderating effect of citizen participation on this relationship. This test is way testing the results of a study in order to draw inferences; the study may be an experiment or a survey to determine whether the results are in support or do not support the null hypothesis/es that are formulated in advance of the study. This study was a survey of respondents from county assemblies in Kenya where quantitative data was collected and analyzed to test the four hypotheses.

Basically, hypotheses testing is concerned with assessing/ testing whether the results are valid by “assessing the odds or the probability that the results have happened by chance”. If the test results happened by chance, the results of the study will be of little use. In our case, if the $p < 0.05$ (5% significance level) then there is a less than 5% chance (or probability) that the results of this study happened by chance. Otherwise the results will be as a result of the influence of independent variables (*managerial ties* comprising social, institutional and political ties) on performance; and as a result of *citizen participation* for the case of the moderating variable. All the hypotheses were tested at 5 % level of significance and the results are presented as Table 4.22.

To achieve the study objectives, the following main hypotheses were formulated and tested:

H₁: Managerial ties have no statistically significant effect on performance of the County assemblies

The four-specific hypotheses under H₁ are presented on table 4.27 and were as follows:

H₀₁: Social ties have no statistically significant effect on performance of the County assemblies in Kenya

H₀₂: Institutional ties have no statistically significant effect on performance of the County assemblies in Kenya

H₀₃: Political ties have no statistically significant effect on the performance of the County assemblies in Kenya

H₀₄: Citizen Participation has no statistically significant moderating effect on the relationship between the managerial ties and performance of the county assemblies.

Table 4. 22*Hypotheses Testing*

	Statement	Test	Conclusion
H ₀₁ :	Social ties have no statistically significant influence on performance of the County assemblies in Kenya	t = 2.063, p < 0.05	Reject
H ₀₂	Institutional ties have no statistically significant influence on performance of the County assemblies in Kenya	t = -2.815, p < 0.05	Reject
H ₀₃	Political ties have no statistically significant effect on performance of the County assemblies in Kenya	t = 0.816, p > 0.05	Fail to reject
H ₀₄	H2: Citizen participation has no statistically significant moderating effect on the relationship between managerial ties and performance of the county assemblies in Kenya	t = 0.024, P=0.981 > 0.05	Fail to reject
	Citizen participation has no statistically significant mediating effect on the relationship between managerial ties and performance of the county assemblies in Kenya.	t = 6.457, p < 0.05	Reject

Consistent with the hypotheses tests as shown in table 4.22, the results in Table 4.17, were that the regression model for the influence of managerial ties on performance was significant ($F_{(3, 94)} = 7.251, p < 0.001$). Further, *institutional ties* (t = -2.815, p < 0.05) and *social ties* (t = 2.063, p < 0.05) had a significant influence on performance of county assemblies while the influence of *political ties* was insignificant (t = 0.816, p > 0.05). The results (Table 4.17) suggest that hypothesis H₀₁ and H₀₂ are accepted and H₀₃ rejected.

Further, as seen from the results (Table 4.18) *citizen participation* fully mediated the association between managerial ties and performance of county assemblies because in the presence of the citizen participation in the regression model with managerial ties, the coefficients of the managerial ties variables were insignificant (managerial ties: $t = 0.042$, $p = 0.967 > 0.05$) while only that of *citizen participation* was significant ($t = 6.457$, $p < 0.05$). Furthermore, *citizen participation* did not have a significant moderating effect on the relationship between *managerial ties* and *performance* of county assemblies in Kenya because the interaction coefficient was not significant (interaction term: $t = 0.024$, $p = 0.981 > .05$) since $t < 1.96$. From these findings, managerial ties have a significant influence on performance of county assemblies; and that citizen participation does not significantly moderate the relationship between managerial ties and performance. However, citizen participation fully mediates the relationship between managerial ties and performance of county assemblies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents summary of the study findings, its contribution to the broad body of knowledge, conclusion and recommendations of the research based on findings of the study. Recommendations to the county assembly managers, policy and legislation makers, and areas that need further research are pointed out. This chapter also highlights how different devolution stakeholders are expected to benefit from this study.

5.2 Summary

The purpose of this study was to determine the influence of managerial ties on performance of county assemblies and the moderating effect of citizen participation on the relationship between managerial ties and performance of the county assemblies. This research was motivated by limited studies on managerial ties, citizen participation and performance in general and the case of Kenya's county assemblies in particular. This provides insights on performance of devolution in Kenya as far as county assemblies are concerned. In this study the status of managerial ties comprising institutional ties, political ties and social ties as well as the; county assemblies performance as measured by legislation, representation, and oversight, and citizen participation as a moderating variable was assessed. Further, the influence of the influence of social, institutional and political ties (collectively managerial ties) on performance was determined. Lastly, the moderating effect of citizen participation on

the relationship between managerial ties and performance of the county assemblies was investigated.

The specific targets of the study were: (i) to assess influence of the social ties on performance of County assemblies in Kenya. (ii) To determine influence of institutional ties on performance of County assemblies in Kenya. (iii) To determine the influence of political ties on performance of County assemblies in Kenya. (iv) To determine the moderation effect of the citizen participation on the relationship between managerial ties and performance of the county assemblies in Kenya.

A descriptive cross-section survey research design was adopted. Data was collected from the 98 senior managers of county assemblies using virtual five-point Likert scale closed ended questionnaire. Data was analyzed using descriptive statistics, Karl Pearson's moment correlation coefficient, and multiple linear regression. Statistical software package for social sciences version 24 was used.

Literature. Literature reviewed included management of county governments and county assemblies in Kenya, concepts of institutional ties, social ties and political ties, status of managerial ties, citizen participation, and performance of county assemblies in Kenya. Additionally, various aspects of managerial ties were discussed in detail and the countries that apply them. Additionally, an empirical review of performance of county assemblies in Kenya was considered in terms of oversight, legislation and representation. A conceptual framework was developed for this study showing the relationship between managerial ties and performance of county assemblies in Kenya with citizen participation as the moderating variable. Other literature reviewed included

the quality of bills drafted (UNDP, 2017), political economy in Kenya under devolved system of government (Asma et al., 2018), evidence of law making legislation (Oronje, 2017), organization performance by (Oso and Onen, 2005) among others. This research reviewed working relationships, linkages, networking, collaboration, interactions with religious organizations, professional groups, participation in county projects, citizens' feedback, implementation of development projects and evaluation among other aspects of devolution concept and management.

Methodology. The study employed descriptive research design in which information was collected without manipulating the variable. The target population was 138 respondents comprising of 46 county assembly speakers, 46 county assembly clerks and 46 county assembly deputy clerks who were the top managers of county assemblies in Kenya. Census sampling was applied and the sample size as well as the data was collected by use of closed ended questionnaires. A return rate of 71.01% (n = 98) was achieved from issued questionnaires. Primary data was collected from the field using a questionnaires hinged on five-point Likert scale.

Questionnaires were dispatched to the respondents via a google documents link to the managers of county assemblies, comprising the speakers, deputy clerks and clerks of the county assemblies, who had worked with county governments for a period of between one and seven years after introduction of devolved units in Kenya. Reliability test was done using Cronbach alpha and the threshold of 0.7 achieved and the instruments were deemed suitable data collection in this study. Data was analyzed using descriptive

statistics, Pearson's moment correlation coefficient through use of statistical package for social sciences (SPSS) version 24.

5.2.1 Institutional Ties

The variable institutional tie was significant and negatively related to performance of county assemblies in Kenya. This led to the rejection of the hypothesis which is that "*Institutional ties have no statistically significant relationship with performance of county assemblies in Kenya*" because the interrelationship between institutional ties and performance was negative and significant. Though institutional ties existed between county assemblies and other constituencies such as the Senate, community and the county executive in Kenya, they were not adequately implemented thereby negatively affecting performance. Institutional ties can be enhanced through team work activities, training and workshops, benchmarking programmes and compliance with legal procedures to enhance relationship between county assemblies and other public institutions like the senate, national assembly, national government ministries, departments and agencies.

5.2.2 Social Ties

The impact of social ties on the performance of the county assemblies was also assessed and found to significantly influence performance ($r = 0.205$, $p < 0.05$). This finding led to the rejection of the hypothesis that "*Social ties have no statistically significant relationship with performance of county assemblies in Kenya*". The finding suggests that effective social ties were implemented in county assemblies and therefore were contributing to performance of county assemblies. Thus, the findings confirm that there

is statistically significant relationship between social ties and performance of county assemblies in Kenya. A positive increment in social ties leads to an increment in performance of assemblies. Additionally, social ties are adequate in explaining managerial ties on the social ties aspect and performance of assemblies. In particular, the county staff and members of county assemblies used social ties in enhancing the performance of their designated duties and responsibilities. It is recommended that social ties be strengthened among the speakers, members of county assemblies and the support staff through regular collaboration and interaction with county governors, religious leaders, officers from other county assemblies, members of professional societies, members of religious organizations and sports people thus contributing significantly to the performance of county assemblies on Kenya.

5.2.4 Citizen Participation

Citizen participation was used as the moderating variable in this study. The influence of citizen participation on performance was significant while its moderating effect on the relationship between managerial ties and performance was insignificant. When the coefficient of determination the interaction between managerial ties and citizen participation was analyzed it was found to have no significance on the odds for the satisfactory performance. Therefore, the null hypothesis that “*Citizen Participation has no statistically significant effect on the relationship between citizen participation and performance*” was accepted. To a large extent county assemblies have engaged the citizens in identification, formulation, planning, implementation, monitoring and evaluation of projects thus, significantly contributing to the performance of the county

assemblies in areas relating to legislation, oversight and representation which are the core mandates of the county assemblies. This is because the citizens were satisfied by the laws enacted, oversight on financial resources spent on projects and other issues relating to the ward projects when information was shared with them by county assemblies in the process of citizen participation. Citizens had prior knowledge of the ward's projects which needed laws to be enacted, brought petitions relating to the ward projects by themselves or through MCAs, and made inquiries through statements sought from the executive by the MCAs thus significantly contributing to the performance of county assemblies in Kenya.

5.3 Conclusions

The conclusions of this study are presented in this section according to the objectives of the study.

5.3.1 Status of the Managerial Ties, Citizen Participation and Performance of the County Assemblies in Kenya

Regarding managerial ties, the composite mean of institutional ties was 2.39 on a five-point Likert scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree; and 3 = somewhat agree. Thus $M = 2.39$ suggested that there were insufficient social ties between the county assemblies and other entities. This is to say, the institutional ties in the county assemblies were weak hence the need to enhance institutional ties so as to improve on the performance.

Under political ties, it was established that political ties had a mean of 3.01. The results demonstrated that political ties were moderate at the county assemblies in Kenya. It can be concluded that county assemblies being political institutions were working closely with other political institutions, albeit at only a moderate level, to foster closer political ties that would improve performance of the county assemblies in Kenya. Further, the mean response on whether social ties were being implemented by the county assemblies was 2.81 (SD = 0.707). This result showed that social ties were hardly present between the county assemblies and other entities that these county assemblies interacted with. Based on this finding, it can be concluded that social ties need to be strengthened to improve the working relationships which would ultimately improve on the performance of county assemblies in Kenya.

Further, citizen participation was assessed as a moderating variable. The results were that citizen participation was being practiced at a moderate level (M = 3.72, SD = 0.773). It was also found that citizens were sufficiently involved in formulating policies, development projects, implementation of projects, projects monitoring and evaluation, and that this had a positive influence on performance of county assemblies in Kenya.

With regard to performance which was measured through the constructs of legislation, oversight and representation, the overall performance of the county assemblies was moderate (M = 3.36); the level of performance on legislation was also moderately satisfactory (M = 3.59). On the basis of this finding it is concluded that the members of the county assemblies were proactive in coming up with pieces of legislation to suit their respective county governments.

Regarding the oversight role, which is the second main mandate of the county assemblies, the county assemblies performance was moderately satisfactory ($M = 3.67$). A mean of 3.67 on a scale of 1 to 5 (1 = strongly disagree, 3 = somewhat agree, and 5 = strongly agree) indicated a moderate level of performance with regard to the oversight function. Consistent with this finding, it was concluded that county assemblies performed their oversight role with moderate effectiveness and that this role needed further strengthening to ensure that the county government resources were better managed in order to improve performance of the devolved units.

The third main mandate of the county assemblies was representation. This is the last pillar of the county assembly's functions under the constitution of Kenya, 2010. A moderate level of performance on representation was implied by the results of this study ($M = 3.69$). This value shows a moderately ($3 < M < 4$) but satisfactory level of representation which is an aspect the county assemblies roles that is linked to improvement of the performance of county governments in Kenya.

Finally, the overall performance of county assemblies which was a composite measure of the oversight, legislation and representation roles which had a mean of 3.36 on a scale of 1 to 5 where, a score of 4 was an agreement with statements on the level of satisfaction of the respondents with the performance of the county assemblies, and a score of 3 represented a "somewhat agreement" with the performance. Consequently, a mean of 3.36 ($M = 3.36$) represented a moderate level of the overall output of the county assemblies in Kenya. Based on this finding, it is concluded that performance of county assemblies need to be enhanced further to protect devolution and improve the

living standards of the citizens in the devolved units of government. This improvement which will ultimately lead to an improved development in the country. Since Kenya aspires to be a middle-income economy through industrialization by the year 2030, satisfactory performance of the county assemblies will play a critical role in achievement of this vision and objective.

53.2 Relationship between Managerial Ties and Performance of the County

Assemblies

The correlation results suggest that there was a significant linear relationship between *institutional ties* (-) and performance ($r = - 0.409, p > 0.001$), and between *social ties* (+) and performance ($r = 0.205, p < 0.05$). However, there was no significant linear relationship between *political ties* and overall performance (comprising legislation, oversight and representation) of county assemblies. However, *political ties* were positively and significantly related with oversight by county assemblies ($r = .276, p < 0.006$). Further, there was strong correlation between *citizen participation* and the composite measures of the performance (legislation, oversight and representation) of county assemblies ($r = .448, p < .006$). The strongest correlation between citizen participation and performance variables was between citizen participation and legislation ($r = .517, p < .001$) followed by *citizen participation* and *oversight* ($r = .465, p < 0.05$) and lastly *citizen participation* and *legislation* ($r = .404, p < 0.05$). The implication of these findings is that social ties, institutional ties and political ties play a critical role in performance of county assemblies in Kenya. Therefore, these ties ought to be enhanced.

5.3.3 Influence of Managerial Ties on Performance of County Assemblies in Kenya

The regression results were that the regression model for the influence of managerial ties on performance was significant ($F_{(3, 94)} = 7.251, p < 0.001$). Further, *institutional ties* and *social ties* had a significant influence on performance of county assemblies (*Institutional ties*: $t = -2.815, p < 0.05$; *Social ties*: $t = 2.063, p < 0.05$) while the influence of political ties was insignificant (*political ties*: $t = 0.816, p > 0.05$).

Further, citizen participation did not have a statistically significant moderating effect because the interaction term was insignificant (interaction term: $t = 0.024, p = 0.981 > 0.05$) on the relationship between the managerial ties and performance but that it fully mediated the relationship. Instead, citizen participation had a mediating effect of the relationship between managerial ties and performance of county assemblies in Kenya.

The linear regression results were also corroborated by the binary logistic results. In particular, only the institutional ties were significantly influenced by the odds for satisfactory performance by over 66% (Wald = 7.592, $df = 1, p = .006 < .05$); thus reducing the odds. However, *political ties* and *social ties* did not significantly influence (increase or reduce) (at $p < .05$) the odds for satisfactory performance of county assemblies in Kenya (Political ties: Wald = 0.155, $df = 1, p = .694, \exp(B) = 1.126$; Social ties: Wald = 2.813, $df = 1, p = .094, \exp(B) = 1.857$). It is noted that the influence of social ties on the odds for satisfactory performance was significant at $p < .1; p = .094$). While the influence of institutional ties on odds for performance was negative; that is, it significantly reduced the odds by 66.2% (or increases the odds by

33.8%), the influence of political and social ties on the odds for satisfactory performance was positive but not significant ($p > .05$).

5.2.3 Political Ties

Political ties were found to be insignificantly related with performance ($t = 0.816$, $p = .416 > .05$; $r = 0.127$, $p = 0.211 > .05$). Therefore, there was no statistically significant relationship between political ties and performance of county assemblies in Kenya. Political ties in county assemblies are not well formulated and implemented in county assemblies leading to low performance. However, political ties had a significant relationship with oversight ($r = .276$, $p = 0.006 > .05$).

The findings indicate that the county assemblies should utilize these ties in carrying out the functions to improve on their performance. The relationship between members of the county assemblies, senators and governors and members of parliament has not been cordial due to some simmering and perceived rivalry and competition in terms of vested interest and conflicts between the said actors. Thus their frequency of interaction has been limited and therefore consequently contributing to suboptimal performance in county assemblies. However, the interaction of the MCAs from various county assemblies has been limited due to factors like limited financial resources to facilitate more interaction of the MCAs from other county assemblies in Kenya. It is recommended that political ties be enhanced because though they did not have a significant relationship with performance, the relationship was positive which implies that the more these political ties are strengthened the more the performance is likely to improve.

5.3.4 Contribution of the Study to the Body of Knowledge

The findings of this study have added significant information to the body of knowledge especially in management of the county assemblies in Kenya. This study has filled up the gap that existed mainly on managerial ties and performance of the county assemblies in Kenya. Effects of management of county assemblies in Kenya was largely unexplored owing to the fact that county governments were introduced in Kenya after the promulgation of the 2010 constitution and after the 2013 general elections when county governments were constituted. In addition, managerial ties are new management strategies mainly borrowed from China and Asian jurisdiction in econometric terms. Therefore, their applicability in the country has been tested and information as well as new knowledge has been generated. A study of this kind has not been done on the county assemblies in Kenya and other organizations in the country.

Secondly, the study lays a foundation by introducing new knowledge on managerial ties on aspects like social ties, institutional ties and political ties aspects that have hitherto been practiced in developing economies like China. In addition, the study adds value in linking theories to the managerial ties and other variables under the study. Finally, the knowledge on the role of oversight, level of the citizen participation, quality of legislation and representation has been enhanced. A conceptual framework to link managerial ties with performance and the underlying variables was developed in this study. Conceptualization of managerial ties and performance of county assemblies in Kenya has been developed.

In a nutshell, the study established that managerial ties are positively related to performance. Karl Pearson's correlation coefficient values supported the significant positive relationships that existed between the various variables under study. The study established that the external relations of the county assemblies perform a pivotal role in the performance of the county assemblies. Hence, managerial ties need to be strengthened and enhanced to improve performance of the county assemblies in Kenya.

5.4 Recommendations

The study provides recommendation for the county assemblies and county governments of Kenya and access for further research. County assemblies, county executives and citizens need to work together to come up with policies that will address the needs of the citizens in their counties in all matters that touch on socio-economic development, security and political representation. To improve performance of county assemblies there is need to involve the citizens especially in project identification based on priority needs, collaboration among and within counties, network and co-operation. The study has established that only institutional ties are below the desired mean. This means that the institutional ties need to be strengthened to improve performance of county assemblies in Kenya. Other aspects of the variables under the study namely social ties, political ties, legislation and oversight and citizen participation were found to be significantly improving performance of the county assemblies. The study concludes that there is need to improve on the performance from moderate to high to strengthen the devolved units.

5.5 Suggestion for Further Studies

This study was carried out in Kenya within a period of seven years after devolved system of government came into being and after the promulgation of the 2010 Constitution and the March 2013 general elections. The first term in office of devolved government was on experimental basis and most of the elected and nominated and nominated MCAs and nominated were new in devolved units and a considerable amount of time was spent on training representatives and employees working under the devolved units. Therefore, from an applied perspective, there is need to carry out another study after the completion of two terms (10 years) after the introduction of devolved system of government so as to determine whether challenges that have been identified during the implementation of devolution have been adequately addressed and determine whether further progress is being registered. Further, the comparison can then be made to determine whether county assemblies are successful in executing their mandate as provided in the Constitution of Kenya 2010.

The study will also help to determine whether devolved units are addressing issues that they were meant to address including skewed development by the central government and marginalization of communities especially in arid and semi-arid areas that have experienced wave of insecurity through banditry attacks and cattle rustling making these potential areas to lag behind in terms of development. Devolution as a form of governance structure is expected to offer quality and efficient services to Kenya citizens and increase the people's living standards.

A number of other aspects were identified and not tested during the study and these need to be studied further. These are: citizens' involvement in giving feedback on performance of county assemblies in Kenya, involvement of lower cadre staff in gauging the output of county assemblies in Kenya and involvement of county executive employees in rating the performance of county assemblies in Kenya. Furthermore, it is suggested to explore further why political ties did not significantly influence performance of county assemblies, why citizen participation did not have a significant moderating effect on the relationship between managerial ties and performance of county assemblies.

Further, there was a generally low level of managerial ties hence the need to inquire into the reason for this low level of ties. These studies will provide more theoretical insights into the relations between managerial ties and performance of the county assemblies. Finally, managerial ties are a new management strategy that is gaining momentum in developing countries and Kenya being one of the countries in the Africa continent that is aspiring to become a middle-income economy by the year 2030, there is need to carry a study in other legislative. Such as the National Assembly and senate in order to make a comparison on the findings generated by this study.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Joseph Kaberia Isaac
Kenya Methodist University
P.o. Box 392 -60200,
Meru, Kenya.

To The:

Speakers/ Clerks/ Deputy Clerk,
County Assemblies in Kenya

Dear Sir/Madam,

RE: INTRODUCTION LETTER

I am pursuing a Degree of Doctor of Philosophy in Business Administration and Management (PhD) at Kenya Methodist University. I intend to carry out a research on the managerial ties, citizen participation and performance of County Assemblies in Kenya. Your work station has been identified as a rich source of information. I therefore seek your permission to allow me to collect data required for the study from your area of jurisdiction. The information provided will be treated in confidence and will only be used for academic purposes only.

Yours faithfully,

Joseph Kaberia Isaac

Doctoral Candidate

Kenya Methodist University

APPENDIX II: QUESTIONNAIRE

Managerial Ties, Citizen Participation and Performance of County Assemblies in Kenya

This research questionnaire is meant for academic purpose only. The aim of the research is to establish the effects of managerial ties, citizen participation and performance of county assemblies in Kenya. Kindly you are requested to provide answers to the questions honestly to the best of your knowledge. The responses provided will be treated with confidentiality and will not be disclosed to third parties.

Please **Do Not** write your name anywhere on this questionnaire. Please tick (✓) appropriate or fill in the required information on the spaces provided.

Respondent No.....

SECTION A: Background of the respondent

1. Gender/Sex

Female []

Male []

2 Your age bracket

18 -25 [] 26 -35 [] 36 -45 [] 46 – 55 [] above 55 []

3. Highest academic qualification attained

KCPE []

KCSE []

Certificate []

Diploma []

Bachelor's degree []

Master's degree []

Doctorate degree []

4. Designation (optional)

County Assembly Speaker []

County Assembly Deputy Clerk []

County Assembly Clerk []

4. For how many years have you worked for the county assembly?

Less than 1 year []

Between 1 - 3 years []

Between 4- 6 years []

Above 6 years []

SECTION B: INSTITUTIONAL TIES

Indicate by ticking (√), indicate the extent of your agreement or disagreement with the statements in the table below based on the following five point Likert's scale: **1- Strongly agree , 2-Agree, 3- Undecided , 4- Disagree , 5-Strongly Disagree .**

SN	Statement	Strongly agree	Agree	Somewhat agree	Disagree	Strongly Disagree
	<i>Respondents' response on institutional ties</i>					
1.	County assemblies have regular effective working relations with the county executive departments.					
2.	County assemblies have effective linkages/ workings with the national government MDAs.					
3.	Our County assembly work closely with other county assemblies in Kenya					
4.	County assemblies have created effective working relations with the courts (Judiciary) in Kenya					
5.	County assemblies have elaborate network with the senate of Kenya.					
6.	The senate of Kenya and county assemblies is collaborating to oversee effective oversight of the county executive arms of the governments.					
7.	County assemblies have established effective linkages with telecommunication companies e.g., Safaricom Company Limited, radio and television stations for among others dissemination of information and effective communication.					

SECTION C: POLITICAL TIES

Indicate by ticking (√) the frequency of your interaction with the listed political actors in the course of execution of the county assembly business on a monthly basis using the following scale:

5 - Always, 4 - Often, 3- Occasionally, 2 - Rarely, 1 – Never

SN	Statement <i>Frequency of interaction with the following actors.</i>	Never	Rarely	Occasionally	Often	Always
1.	Members of the National Assembly					
2.	Senators					
3.	Governors					
4.	MCAs from County Assemblies					

SECTION D: SOCIAL TIES

Indicate by ticking (√) your level of frequency in relation to the statements in the table below based on the following scale:

5- Very Frequent, 4- Frequently, 3- Occasionally, 2-Rarely, 1- Very Rarely

SN	Statement <i>Respondents' response on social ties</i>	Very rarely	Rarely	Occasionally	Frequently	Very Frequent
1	My office regularly interacts with members of professional societies in a month.					
2	My offices interact with members of religious organizations monthly.					
3	Members of county assembly and sports clubs meet in a month.					
4	We participate in community functions every month.					
5	We participate in community projects every month.					
6.	Our county assembly interacts with police officers every month.					
7.	Our officers network with officers from other county assemblies every month.					
8.	We benchmark with officers from other county assemblies every month.					
9.	We invite and interact with religious leaders in the county assembly every month.					
10.	We interact with the county governor in development meetings every month.					

SECTION E: CITIZEN PARTICIPATION

Indicate by ticking (√) the extent of your agreement or disagreement with the statements in the table below based on the following five point Likert’s scale:**5-Strongly agree , 4- Agree, 3- Undecided , 2- Disagree , 1-Strongly Disagree .**

Sn	Statement <i>Respondents’ response on citizen participation</i>	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
1	Citizens provide feedback on planning of projects in wards.					
2	Citizens provide feedback on implementation of projects in the wards.					
3	Citizens participate in planning of the ward projects.					
4	Citizens participate in the implementation of the projects in the wards.					
5	Citizens make suggestions on how to improve on the implementation of the ward project.					
6.	Citizens bring out their views on how to improve on the implementation of the ward projects.					
7.	Citizens do suggest corrections to be made by the county assembly on the planning of the ward projects.					
8.	Citizens do suggest corrections to be made by the county assembly on the implementation of the ward projects.					
9.	There is commitment by the MCAs towards the public participation programs.					
10.	Citizens usually have high expectations on the outcome of the citizen participation process					

SECTION F: LEGISLATION

Indicate by ticking the level of your satisfaction with the citizens and MCAs engagement in the following legislative processes of the county assembly based on the following scale: **5- Very satisfied, 4-Satisfied, 3- Neither satisfied nor dissatisfied, 2-Dissatisfied, 1-Very Dissatisfied.**

SN	Statement <i>Level of satisfaction with the citizens and MCAs engagement in the following legislative processes.</i>	Very Dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
1	Consideration and approval of policies					
2	Enactment of the bills					
3	Amendment of the existing laws					
4	Vetting of the county executive nominees					
5	Enactment and consideration of the regulations					
6.	Budgeting by the County Assembly Service Board (CASB)					
7.	Consideration and approval of the County Plans					
8.	Annulment of the Acts of the County Assembly.					
9.	Answers to petitions					
10.	Considerations of the motions					
11.	Approval of the motions					
12.	Number of statements sought					
13.	Response to the statement made and questions asked					
14.	Rulings and directions made by the speaker					

SECTION G: OVERSIGHT

Indicate by ticking the extent to which MCAs participate and provide feedback in the course of their oversight role on the following aspects based on the following scale: **5- Very large Extent, 4- Large Extent, 3- Small Extent, 2- Very Small extent, 1- No Extent**

SN	Statement	No Extent,	Very Small extent	Small Extent	Large Extent,	Very large Extent
	<i>Extent of MCAs participation on the following oversight activities.</i>					
1.	Implementation of the laws enacted by the county assembly					
2.	Implementation of the regulation to operationalize the enacted laws					
3.	Implementation of the Projects in the Wards					
4.	Implementation of the County Budget					
5.	Budget making processes					
6.	Consideration and evaluation of the annual audit report					
7.	Consideration and evaluation of the annual reports					
8.	Ensuring that money is well utilized and for the intended purpose					

SN	<i>Statement</i> <i>Extent of MCAs participation on the following oversight activities.</i>	No Extent,	Very Small extent	Small Extent	Large Extent,	Very large Extent
9.	Prescribing appropriate sanctions for misappropriation of the public recourses					
10.	Vetting of the county executive nominees for various appointment					

SECTION H: REPRESENTATION

Indicate by ticking (√) the degree of your agreement or disagreement with the statements in the table below based on the following scale: **5-Strongly Agree, 4- Agree, 3- Somewhat Agree, 2- Disagree, 1-strongly disagree**

SN	Statement	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly Agree
	<i>Respondents' response on the representation mandate of the county assembly.</i>					
1	MCAs maintain effective social contracts with the electorates					
2	MCAs effectively inform the electorates on the legislations being enacted in the county assembly					
3	MCAs effectively consult with the electorates on matters affecting the electorates					
4	MCAs frequently ask questions on the floor of the house					
5	MCAs frequently present petitions in the county assembly on behalf of the electorates					
6.	MCAs frequently seek statement on matters of importance to the electorates					
7.	MCAs effectively seek statements from the executive arm of the government on the matters concerning development in their wards					
8.	MCAs frequently seek statements on issues concerning and affecting the electorates					
9.	The motions moved in the county assembly by the MCAs are purposed to safeguard the interest of the electorates					
10.	MCAs frequently solicit for resolutions from the floor of the house which have beneficial interest to electorates					
11.	The voting by the MCAs on any matter on the floor of the house is an expression of the views and opinion of the electorates					

SECTION I: PERFORMANCE OF COUNTY ASSEMBLIES

Please indicate by ticking in the table below the level of your satisfaction in respect of the county assembly performance of its businesses in a year based on the following scale: **5- Very Satisfied, 4- Satisfied, 3 - Somewhat satisfied, 2- Dissatisfied, 1-Very Dissatisfied.**

SN	Statement	Very Dissatisfied.	Dissatisfied	Somewhat satisfied	Satisfied	Very Satisfied
	<i>Satisfaction with performance of the County Assembly on the following: -</i>					
1.	Number of bills, motions, petitions and statement presented in County Assembly					
2.	Feedback made to the electorates					
3.	The number of the bills, motions, petitions and statements passed by the county assembly					
4.	Quality of the County Assembly leadership					
5.	Engagement of the citizens in conduct of the County assembly business					
6.	The number of the overall feedback made to the executive arm of the county government by the county assembly					
7.	The frequency of participation by MCAs in the debates and other County assembly business.					
8.	Availability of the MCAs to attend to County assembly business.					
9.	Synergy between the MCAs and County assembly support staff.					
10.	Number of the plans approved by the county assembly					
11.	Number of people (nominees) vetted by the					

	county assembly					
12.	Number of responses or answers made to the petitioners arising from the petitions					
13.	Comprehensiveness of the responses made by the executive arm of the county government and arising from the questions asked by the MCAs at the floor of the house					
14.	Compliance by executive arm of the county government with legal timelines regarding presentation of mandatory annual reports to the county assembly					
15.	Monitoring of implementation by the county executive of the county assembly's resolutions and enacted laws					

Thank you for your cooperation

APPENDIX III: LIST OF RESPONDENTS

County Code/No	County	Speakers	Clerks	Deputy Clerks
001	Mombasa	1	1	1
002	Kwale	1	1	1
003	Kilifi	1	1	1
004	Tana River	1	1	1
005	Lamu	1	1	1
006	Taita–Taveta	1	1	1
007	Garissa	1	1	1
008	Wajir	1	1	1
009	Mandera	1	1	1
010	Marsabit	1	1	1
011	Isiolo	1	1	1
013	Tharaka-Nithi	1	1	1
014	Embu	1	1	1
015	Kitui	1	1	1
016	Machakos	1	1	1
017	Makueni	1	1	1
018	Nyandarua	1	1	1
019	Nyeri	1	1	1
020	Kirinyaga	1	1	1

021	Murang'a	1	1	1
022	Kiambu	1	1	1
023	Turkana	1	1	1
024	West Pokot	1	1	1
025	Samburu	1	1	1
026	Trans-Nzoia	1	1	1
027	UasinGishu	1	1	1
028	Elgeyo-Marakwet	1	1	1
029	Nandi	1	1	1
030	Baringo	1	1	1
031	Laikipia	1	1	1
032	Nakuru	1	1	1
033	Narok	1	1	1
034	Kajiado	1	1	1
035	Kericho	1	1	1
036	Bomet	1	1	1
037	Kakamega	1	1	1
038	Vihiga	1	1	1
039	Bungoma	1	1	1
040	Busia	1	1	1
041	Siaya	1	1	1
042	Kisumu	1	1	1

043	Homa Bay	1	1	1
044	Migori	1	1	1
045	Kisii	1	1	1
046	Nyamira	1	1	1
047	Nairobi	1	1	1
	Total	46	46	46



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