Influence of Communication Process Strategy on County Government Service Delivery to Citizens of Turbo Sub County

Moses Kipkirui Ruttoh, Josphat Kwasira

Influence of Communication Process Strategy on County Government Service Delivery to Citizens of Turbo Sub County

[1]Moses Kipkirui Ruttoh, [2]Dr. Josphat Kwasira

[1]Master of Business Administration in Strategic Management, [2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

Abstract

Despite the creation of county governments, Kenyans are yet to enjoy the benefits of devolution. A major reason is the financial constraints experienced by county governments due to low allocation of budget by the national government. Involving citizens through public participation, efficient resource mobilization and accountability of local leaders are crucial in-service delivery within counties. The general objective of this study was to determine the influence of communication process strategy on county government service delivery to citizens of Turbo Sub County. The study was guided by Circular Theory of Communication. The study employed descriptive research design. The target population of this study was 324 community representatives from Huruma, Kapsaos, Kiplombe, Kamagut, Tapsagoi and Ng'enyinel wards. Yamane formula was used to obtain a sample size 179 respondents. The study used stratified and simple random sampling to select the respondents. The researcher used a questionnaire to collect data from sampled respondents. A pilot study was carried out in Soy Sub County to determine the validity and reliability of the research instruments. The study applied content validity where experts was asked their opinion about whether an instrument measures the concept intended. Cronbach's alpha α coefficient was used by the researcher to measure internal consistency of the study, in the survey instruments, to gauge their reliability. The completed questionnaires were coded into Statistical Package for Social Sciences (SPSS) Version 26. Data analysis was carried out using both descriptive and inferential statistics. Descriptive statistics was used to summarize the quantitative data so as to allow a meaningful description of a distribution of the scores. Descriptive statistics included frequency, means, mode, minimum, and maximum and standard deviation. Inferential statistics used in this study were correlation and multiple regression. Presentation of analyzed data was done using percentages, mean and standard deviation by use of frequency tables. The study revealed that there was a of communication process strategy on service delivery (β_1=-0.129, p=0.002). The study concluded that there exists a strong, positive and statistically correlation between communication process strategy and service delivery.

Keywords: Communication Process, Strategy, Service Delivery

Background to the Study

Service delivery can be defined as any contact with the public administration during which customers citizens, residents or enterprises seek or provide data, handle their affairs or fulfil their duties (Merritt, 2019). Every administrative and governance system has a vital role in the delivery of a wide array of public services from justice and security to services for individual citizens and private enterprises. Besides traditional public services, such as health care or education, there are administrative services, such as delivery of licenses and permissions, which are subject to regulation of administrative proceedings (Engin & Treleaven, 2019). Due to rapid expansion of the use of information and communication technologies, electronic service delivery is an effective means to reduce costs, both in time and money (Deichmann et al., 2016).

Strategic administration strategy are the means through which the government translates its goals and visions into practice (Zerfass et al., 2018). To deliver services effectively and efficiently, the government need to systematically build a portfolio of strategic strategy. Such strategy is typically aligned with a government's top strategic priorities, and so the pressure to execute them well is often very high. Strategic strategy in government, and many approaches tied to strategy such as strategic planning and management are part of the standard toolbox of public managers and policymakers (Ferlie & Ongaro, 2015). Strategizing is not limited, of course, to single organizations but is relevant to any entity where aspirations and capabilities need to be aligned (Bryson & George, 2020).

Communication process strategy is the best criteria to measure the capability of service delivery. Higher client coordination through communication would result in a greater exchange of information and would lead to improved service quality. Coordinating service delivery can decrease complications, improve service standards, and produce a foundation to yield attainable outcomes to the users. Interagency coordination enabled multifaceted, ongoing interventions to enhance wellbeing (Kianto et al., 2016). Stakeholders are persons, groups or organizations that may influence or be affected by policy decisions or place a claim on an organizations or other entity's attention, resources or outputs (Quick & Bryson, 2016). Through public participation, stakeholders may interact with government agencies, political leaders, nonprofit organizations and business organizations that create or implement public policies and programs (Torfing & Sorensen, 2019).

In Malaysia, Service quality showed amenities and intentions are the tools in familiarizing services quality in government agencies (Buswell et al., 2016). There are some government agencies making services accessible to the public at any time from everywhere without being controlled by agency working hours and distance. The progress towards ICT application in community public strategy has impacts on delivery of public services, their overall impact has remained limited due to a plethora of constraints and slow pace of their implementation (Hasrin, 2020). Quality service delivery improves service delivery systems through a comprehensive set of innovative changes, governance of the country however continues to receive unfavourable evaluation (Head, 2016).

In most African countries, the Local Government Authorities (LGAs) are administrative authorities over areas that are smaller than a state, which are close to people hence, they are in a better position to know and serve the needs of communities in their areas of jurisdiction (Fatile & Ejalonibu, 2015). The LGAs are responsible for maintaining law, order and good governance; promotion of economic and social welfare of people in their jurisdiction; and ensuring effective and equitable delivery of quality and sufficient social services to the people within their areas of jurisdiction (Jesse & Bengesi, 2018). LGAs use resources, which originate

from different sources such as own sources including taxes, funds from the central government and donors to provide basic social services such as education, health, water and electricity (Jesse & Bengesi, 2018).

Since 1986, Uganda's governance system has been described both as a 'democratic surge' and the 'beacon of Africa', but also as a 'democratic recession' (Kugonza & Mukobi, 2015). On average six local governments have been created per year in Uganda since 2008, with two main objectives; to bring services nearer to the people through increased participation and to secure democratic control by local citizens of those local governments (Kugonza & Mukobi, 2015). Modern efforts towards decentralization in Uganda began with the enactment of the Resistance Councils and Committee Statute 1987. The 1993 Local Government further strengthened districts by devolving more planning powers. These institutional reforms were further bolstered by the promulgation of the constitution of 1995 which enshrined citizens' participation in planning and governance of the country (Tricker & Tricker, 2015).

The Constitution of Kenya, 2010, heralded the recognition and institutionalization of public participation in Kenya (Kabogo et al., 2017). The Constitution establishes the normative framework for public participation, makes it mandatory for policy and law-making processes, establishes the key institutions for public participation and directs the establishment of statutory bodies and enactment of legislation for effective participation (Smith, 2020). Among the factors that continue to hinder public participation include lack of enabling policy, legal and institutional frameworks; deficient civic education; lack of capacity; inadequate resources, and; inimical cultural attitudes and practices (Durose & Richardson, 2015).

Strengthening public participation and governance is a core element in Kenya's strategy to accelerate growth and address long-standing inequalities in economic opportunities, investment, and service delivery in different parts of the country (Shimengah, 2018). Multiple studies have documented links between persistent poverty/inequality and governance weaknesses that reduce the efficiency and equity of public investments and services, impede the investment climate, and undermine job creation (Womack, 2020). The space for citizen-state interaction continues to expand, the government and civil society have gained significant experience deploying participatory tools and approaches, the media is relatively free and outspoken and Kenya's role as a regional ICT innovator, and one of the first major open government data portals in sub-Saharan Africa, is widely recognized (Ndlela & Mulwo, 2017).

The Department of strategic Administration and Coordination of County Affairs was formed to implement specific county government functions. The Fourth schedule, Part II of the Kenya Constitution, 2010, outlines the devolved functions to be performed by the Department. The county public sector is under continued pressure from the citizenry to demonstrate high levels of performance and results that give value for money. However, the department is faced with several challenges and emerging issues limiting its ability to deliver its functions effectively. The major challenges include lack of enabling policy, legislations, and institutional framework to guide the department in executing its mandate, lack of resource management tools, inadequate ICT infrastructure and weak coordination among the county government departments (Tsofa et al., 2017).

The current Kenya's constitution of 2010 ushered in modern way of governance, replacing the old traditional centralized method with a new devolved system of governance. This new system comprises of a national government and 47 (Bassett, 2016). The County government consists of; the executive of the county comprising, the governor being the figurehead, the deputy governor and the county executive committee of which its composition was

determined by the portfolios necessary for each specific County government (Cheeseman & Murray, 2017). The governor is the only one who faces the ballot, while the deputy governor is the official running mate of the executive committee, the county assembly and decentralized units (Cheeseman et al., 2016). The systems and structures for the administration and management of the county government are contained in section 20, 21, 22 and 23 of the Constitution of Kenya 2010 (Hassan, 2015)

Statement of Problem
The long struggle for a new constitutional dispensation was felt upon its promulgation in 2010; this document came along with a promise for not only a new but a better Kenya. Despite the fact that the creation of county governments 'promised' Kenyan citizens better lives ahead, Kenyans are yet to obtain these benefits. A major reason is the financial constraints experienced by county governments due to low allocation of budget by the national government. Thirty percent of national budget goes to all the 47 counties a figure which is not sufficient. Resources in the county governments have not yet realized the interest of Kenyan citizens as expected and another one is the strategic ward administrations in the lower levels of the county government. Involving citizens through public participation, efficient resource mobilization and accountability of local leaders are crucial in-service delivery within counties. However, there are no adequate mechanisms to enable the citizens to fully participate through public participation in shaping development agenda, equally allocate resources; furthermore, the county government has not put in place mechanisms to disclose information of expenditure. Devolution does not only devolve power but also resources that are meant to enhance service delivery to citizens. Turbo Sub County is mostly densely populated as compared to other 5 sub counties. The increase in population density has of about 2.8% per annum has exert more pressure on the available resources hence low service delivery to the citizens. Studies done have shown that, devolution has both an explicit and implicit inspiration for improving service delivery. For example, Ali, Nchaga and Wepukhulu (2021) who focused on devolution and service delivery in the public service in Kenya, A case study of Marsabit County Government. Be-ere (2021) studied on decentralization reforms in developing countries designed to champion the interests of central politicians and not grassroots development. Yarow (2019) focused on management of devolved health services, leadership style, in-service training and health-care service delivery in arid and semi-arid lands in Kenya. Since these services are necessities, there is the need to enhance service delivery through devolution. This clearly indicates that the national Government recognizes the challenge of delivering services to particularly the poor. However, the studies done to address the problem are less and therefore there is a need for the current study to fill the existing research gap by investigating the communication process strategy and service delivery in the six wards namely; Huruma, Kapsaos, Kiplombe Kamagut, Tapsagoi and Ng'enyinel in Turbo Sub County, Uasin Gishu County..

Research Objective
To determine the influence of communication process strategy on county government service delivery to citizens of Turbo Sub County.

Research Questions
H_{01}: Communication process strategy has no significant influence on service delivery in Turbo Sub County.

Theoretical Review

Circular Theory of Communication was proposed by Wilbur Schramm in 1954, where he suggested that communication is a two-way process where both sender and receiver take turns to send and receive a message. The message is only sent after encoding so the sender is also called Encoder and the encoded message is decoded under receipt by the receiver, making him the Decoder.

Circular Theory of Communication is used in this study to show how effective communication can be achieved. The study adopted Osgood and Schramm's circular theory of communication (Kolltveit, 2004). This theory is based on Shannon and Weaver's communication theory. Schramm also believes that the communication process should consist of a sender, channel and receiver. However, Schramm explains that while one person is speaking, the other is listening. How this listening is done constitutes information for the sender. If a receiver frowns, that provides different information than if "he or she" smiles supportively. It is explained in this theory that recognizing the dynamics of interaction countered the tendency to communication as a linear progression of steps leading to or "causing" each following step. He understood that people respond idiosyncratically to messages as a function of their personality, group influences, and the situation under which the communication occurs. In relation to the study, different communication strategies may not necessarily elicit the same responses rather different stakeholders may perceive and act on messages differently.

The process of the model is simple. In it, the sender and receiver function as both encoder and decoder of information. According to underwood (2003) each function as the interpreter of the message. This model explains that effective communication can be possible if both the receiver and the sender are capable of interpreting meanings out of the information being communicated. For instance, in the community context, the county official may mean well and believe that he is delivering the messages properly to the citizens. However, because the citizens have not been briefed earlier about a particular piece of information that plays an important part on what the county officials communicated, they miss the point of what the county officials tries to say. In return, the county officials may interpret that the citizens are still ignorant about a specific piece of information and still need further briefing, (Key, 1999)

The circular theory of communication is critiqued because it does not talk about semantic noise and it assumes the moment of encoding and decoding. This theory is relevant to the study in that for a plan to perform it should develop effective communication between the citizens and county government. The county government should also brief the citizens before performing any activity this will assist them perform better and with little supervision. Also adopting an effective communication where when county government speaks and the citizen listen properly without interfering enhanced understanding and thus result to good cooperation.

Communication process Strategy and Service Delivery

Communication is the verbal or written exchange of information, opinion, plans, and feelings between people or groups of people. Effective communication is a two-way process involving sending a message and receiving response. It is intended to create common perception, behavior, building relationships, and passing/receiving information. Communication strategy is the effort targeting the achievement of smooth exchange of information between the community and implementers of community development programmes. It involves sharing of information and concerns and facilitates communication with the larger society.

Sofoluwe and Akinsolu (2015) did a study on communication process in Quality Assurance as a catalyst in enhancing quality and equity towards the attainment of Education for All (EFA) and Millennium Development Goals (MDGs) in Nigeria Education Sector. A descriptive survey study conducted through the use of a developed instrument on expected role of community members in assuring qualitative education service delivery in the basic education sector tagged. Findings revealed that there is no significant difference in the perception of all the respondents towards communication process in Quality assurance at the basic education level. The implications of the study as a catalyst in fast tracking access, participation and enhancing quality and equity towards attainment of EFA and MDGs were also stressed. The study however specifically focused of education unlike the current study which is focused on communication process strategy.
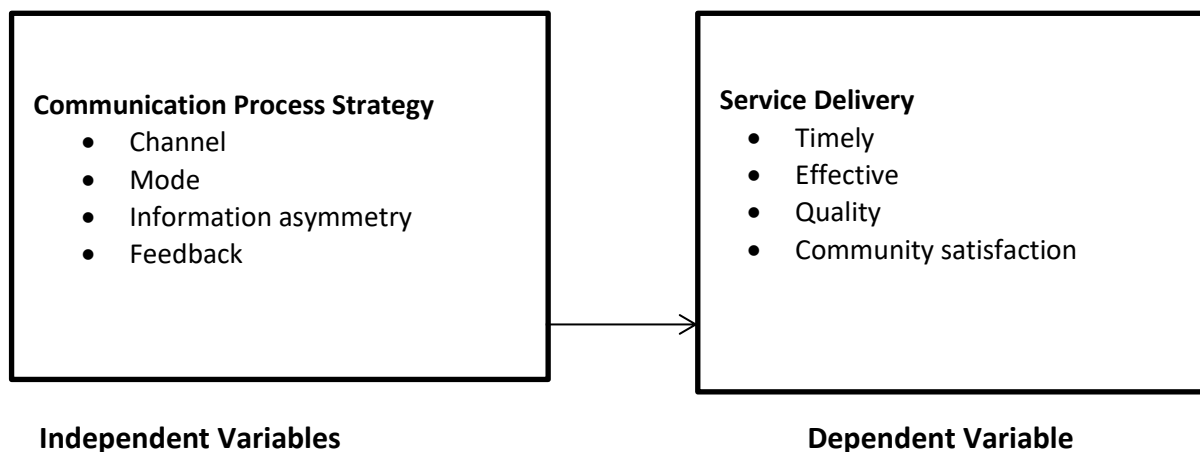
Kugonza and Mukobi (2015) did a study on communication participation and communication in services delivery projects in Buikwe District Local Government Uganda. The authors argued that three key factors influence public participation in local governance access to information, ability to use information effectively, and awareness of citizens' rights, roles and responsibilities. The study found that information is not readily accessible or effectively disseminated to the majority of citizens and therefore is not fully harnessed for planning, monitoring and evaluating government projects. Reasons for this inadequate access included: limited and costly infrastructure for handling information: lack of skills in relation to how and when to use information; and lack of analytical and simplification skills among those disseminating information. The study nonetheless failed to figure out communication process strategy as it is the case of the current study.

Muthui (2016) aimed at assessing the factors influencing service delivery in County Governments in Kenya with special reference to Kitui County Government. The study adopted a descriptive survey research design. The study's target population was residents of Matinyani ward in Kitui County. The study findings reveal that Kitui County Government (KCG) fairly allocates financial resources to key community issues. Therefore, the study provides evidence that communication process, public participation and accountability influences the level of service delivery in county Governments in Kenya. The study however was done in Kitui unlike the current study which is a case of Turbo sub county in Uasin Gishu County.

Hassan et al (2017) did a study on effect of Communication process in Access to Social Services. A total of 285 respondents from community project beneficiary groups were interviewed across the six coastal counties. There was a significant relationship between communication process and affordability of social services. The results also revealed that there was no significant relationship between communication process and the other dimensions of access namely: availability, geographical accessibility and acceptability of social services. Conversely, it cautions that communication process in itself is not necessarily a panacea to fully address the challenge of limitation of access to social services, in terms of availability, geographical accessibility and acceptability of these services. The study however was done in coastal region unlike the current study which is a case of Uasin Gishu County in Rift Valley.

Conceptual Framework
The conceptual framework represented the relationship between independent variable and dependent variables.

```
┌─────────────────────────────────┐          ┌─────────────────────────────────┐
│                                 │          │                                 │
│  Communication Process Strategy │          │  Service Delivery               │
│      •  Channel                 │─────────▶│      •  Timely                  │
│      •  Mode                    │          │      •  Effective               │
│      •  Information asymmetry    │          │      •  Quality                 │
│      •  Feedback                │          │      •  Community satisfaction   │
│                                 │          │                                 │
└─────────────────────────────────┘          └─────────────────────────────────┘
```

Independent Variables   **Dependent Variable**
Figure 1: Conceptual Framework

Research Methodology
Research Design
Research design constitutes the blue print for the data collection, variable measurement and the eventual data analysis. The study employed descriptive research design. Descriptive design is appropriate for gathering information, summarizing, presenting and interpreting it for the purpose of explaining trends in of a population. Similarly, descriptive design enables the researcher to study a number of variables to determine the current status of the population. This design therefore enabled the researcher to collect data and answer the pre-determined research questions concerning the current status of the population under study.

Target Population
Target population is the specific population about which the results of the study was generalized (Kern et al., 2016). The target population of this study was 324 community representatives, from the six wards namely: Huruma, Kapsaos, Kiplombe Kamagut, Tapsagoi and Ng'enyilel in Turbo Sub County, Uasin Gishu County. This is because the targeted participants are actively involved in strategic plan implementation on service delivery.

Sample Size and Sampling Technique
This study section described the sample size and sampling technique.

Sample Size
A sample size refers to a small number of an entire target population. From the target population of 324, Yamane (1973) sample size formula was used to select a sample size of the population;

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

Where n is the sample size required
N is the population size =324
e is the level of precision =0.05
n =324/ (1+324*0.05^2)
n=179

Sampling Techniques

The study used stratified sampling to select the respondents. The sample was categorized into 6 wards. From each strata respondent was selected using proportionate simple random sampling. The researcher then administered research instruments to respondents by simple random sampling across the respondent categories. The choice of these sampling technique enhanced distribution representation and avoided bias in sampling.

Research Instrument

The researcher used a questionnaire to collect data from sampled respondents. The questionnaire is considered an appropriate instrument for this study since it is easier to administered within a relatively shorter time. The instrument comprised of closed questions only. These closed questions provided optional answers for ease of filling so as to encourage respondents fill all questions and enabling them to express their perceptions on the variables under study. The questionnaire comprised of various sections. The first section captured personal data to help understand demographic profile of the respondents. The rest of the sections contained questions that sought to provide answers to the researcher's study variables. The questionnaires were administered by 'drop and pick' method.

Pilot Study

A pilot study was carried out in Soy Sub County which was not involved in the main study, but has same characteristics with Turbo Sub County. Pilot study was carried out to determine the validity and reliability of the research instruments on the study. The researcher administered 18 research instruments to respondents at in Soy Sub County representing 10% of the sample size (Burton & Mazerolle, 2011).

Validity of the Study

The study applied content validity which looks at whether the instrument adequately covers all the content that it should with respect to the variable. A subset of content validity is face validity, where experts was asked their opinion about whether an instrument measures the concept intended. The researcher, therefore, give questionnaires to the supervisor and other research experts to ensure that the questions test or measure what they are supposed to measure.

Reliability of the Study

Cronbach's alpha α coefficient was used by the researcher to measure internal consistency of the study, in the survey instruments, to gauge their reliability. This was done by calculating the Cronbach's alpha coefficient for all the sections of the questionnaire from the results of the pilot study. Cronbach's alpha reliability coefficient normally ranges between 0 and 1 (Serbetar & Sedlar, 2016). However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to1.0 the greater the internal consistency of the items in the scale.

Data Presentation and Analysis

Data analysis is the systematic organisation and synthesis of the research data and the testing of research hypotheses, using those data (Dubey et al., 2021). It entails categorizing, ordering, manipulating and summarizing the data and describing them in meaningful terms (Neale,2016). The completed questionnaires were coded into Statistical Package for Social

Sciences (SPSS) Version 26. Data analysis was carried out using both descriptive and inferential statistics. Descriptive statistics was used to summarize the quantitative data so as to allow a meaningful description of a distribution of the scores. Descriptive statistics included frequency, means, mode, minimum, and maximum and standard deviation. Inferential statistics used in this study were correlation and multiple regressions. Presentation of analyzed data was done using percentages, mean and standard deviation by use of frequency tables.

The regression model used in this study is;

$Y= \beta_0+\beta_1X_1 +\varepsilon$ ……………………………….....**Equation 1**

Where;

Y represents service delivery

$\beta_0, \beta_1,$ represent Model coefficients

X_1 represents communication process strategy

ε represents Error term (variables not included in the model)

The level of significance for this study was at 95%.

RESEARCH AND DISCUSSIONS

This section presents data analysis results, interpretations and discussions.

Descriptive Statistics

In this study descriptive statistics for independent variable and the dependent variable were analyzed through use of mean, frequencies, percentage and standard deviation as shown below.

Communication Process Strategy

The objective of the study was to examine the effect of communication process strategy on county government service delivery to citizens of Turbo Sub County. The respondents were requested to indicate their level of agreement on various statements relating to communication and service delivery in Turbo Sub-County. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 1.

Table 1
Communication Process Strategy

Statements		SA	A	UD	D	SD	Mean	Std dev.
1. Through the effective channel of communication	F	50	45	20	7	37	3.40	1.53
	%	35.8	28.3	12.6	4.4	23.2		
2. Decision is made through communication effective mode of communication	F	28	9	17	16	89	2.19	1.57
	%	17.8	5.6	10.7	10.7	55.9		
3. Community building has been efficient through the information asymmetry	F	51	54	26	14	14	3.71	1.25
	%	32	33.9	16.3	8.8	8.8		
4. Selection of development agenda are done through effective feedback	F	41	7	64	23	24	3.11	1.35
	%	25.7	4.4	40.2	14.5	15.1		
Valid N	**159**							

Table 1 showed that 95(59.7%) of the respondents agreed that through the effective channel of communication, deliberate dialogue has been successfully used to deliver services. On contrary, 44(27.7%) of the respondents disagreed that through the effective channel of communication, deliberate dialogue has been successfully used to deliver services. This is a cumulative of the subjects who disagreed and strongly disagreed. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that through the effective channel of communication, deliberate dialogue has been successfully used to deliver services (Mean, =3.40, Std. dev=1.54).

Based on their feedback, minority 37(23.2%) of the respondents strongly agreed and agreed that decision is made through communication effective mode of communication. Majority 66.3% of the respondents disagreed that decision is made through communication effective mode of communication. This is a cumulative of the respondents who disagreed and strongly disagreed with the statement Further the study findings showed in terms of means and standard deviation that the respondents disagreed with the statement that decision is made through communication effective mode of communication (Mean, =2.189, Std. dev=1.56).

On whether community building has been efficient through the information asymmetry majority 6.3% of the respondents agreed and strongly agree with the statement. On the other hand, 28(17.6%) of the respondents disagreed that community building has been efficient through the information asymmetry. Further the study findings showed in terms of means and standard deviation that the respondents agreed with the statement that community building has been efficient through the information asymmetry (Mean, =3.71, Std. dev=1.25).

Lastly, 30.2% of the respondents agreed that selection of development agenda is done through effective feedback. This was a cumulative of the respondents who agreed and strongly agreed with the statement. On contrary, 47(29.6%) of the respondents disagreed that Selection of development agenda are done through effective feedback which was a cumulative of the respondents who disagreed and strongly disagreed with the statement. Further the study findings showed in terms of means and standard deviation that that the

respondents agreed with the statement that selection of development agenda are done through effective feedback (Mean, =3.11, Std. dev=1.35).

The study results also reveal that communication process strategy has a positive influence on county government service delivery to citizens of Turbo Sub County. This implies that through the effective channel of communication, deliberate dialogue has been successfully used to deliver services. Ensuring that there is effective mode of communication where decision is made has made community building more efficient and through information asymmetry. The study results are in line with Sofoluwe and Akinsolu (2015) whose findings revealed that there is no significant difference in the perception of all the respondents towards communication process in Quality assurance at the basic education level. The implications of the study as a catalyst in fast tracking access, participation and enhancing quality and equity towards attainment of EFA and MDGs were also stressed. The study results also agree with Kugonza and Mukobi (2015) who found that information is not readily accessible or effectively disseminated to the majority of citizens and therefore is not fully harnessed for planning, monitoring and evaluating government projects. Reasons for this inadequate access included: limited and costly infrastructure for handling information: lack of skills in relation to how and when to use information; and lack of analytical and simplification skills among those disseminating information.

Correlation Analysis Results
Analysis Pearson correlation analysis was carried out to show the strength and direction of the association between independent and dependent variables. Table 5 presents the results.

Table 5
Multiple Correlation Analysis Results

		Service delivery	Communication process strategy
Service Delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
Communication process strategy	Pearson Correlation	.604**	1
	Sig. (2-tailed)	.000	

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

The study findings in Table 5 indicated that Communication process strategy and service delivery had a positive strong and statistically significant correlation (r= 0.604; p<0.01). According Orodho (2003) a strong correlation means that two or more variables have a strong

relationship with each other while a weak or low, correlation means that the variables are hardly related.

Simple Linear Regression Model of Communication Process Strategy
The simple linear regression analysis models the relationship between the dependent variable service delivery and independent variable Communication process strategy. The results are shown in the section that follows;

Table 6
Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.604[a]	0.364	0.36	0.95538

The results of the simple linear regression in Table 6 indicated that R = 0.604 and R^2 =0.364. R value gives an indication that there is a strong linear relationship between Communication process strategy and service delivery. The R^2 indicates that explanatory power of the independent variables is 0.364. This means that about 36.4% of the variation in service delivery is explained by the regression model. The adjusted R^2 of 0.360 which is slightly lower than the R^2 value is exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R^2 indicates that 36% of the changes in service delivery are explained by the model.
Model fitness was run to find out if model best fit for the data. The study results were presented in Table 7.

Table 7
Regression Model Fitness Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	82.187	1	82.187	90.043	.000[b]
Residual	143.302	157	0.913		
Total	**225.489**	**158**			

From Table 7 the F-statistics produced (F =90.043.) and a significant p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between communication process strategy and service delivery. The F value indicates that the variables in the equation are important hence the overall regression is significant.
The third output of the analysis is the summary of the coefficients that provide the information upon which the dependent variable can be predicted from the independent variable. The summary is as displayed in Table 8:

Table 8
Regression Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.445	0.198		12.348	.000
Communication process strategy	0.487	0.051	0.604	9.489	.000

The study results in Table 8 revealed that there was positive linear effect of communication process strategy on service delivery ($\beta1=.487$, p=0.000). This reveals that an increase in Communication process strategy increases service delivery by 0.813 units.
Y =2.445 +0.487X1 ……………………………………………………Equation 2

Hypotheses Testing
From the regression model computed in Table 8, the research hypotheses were tested using the significance level of the coefficients. The research aimed to test the hypothesis with an aim of failing to reject or rejecting the relationship between independent and the dependent variables. The research hypothesis for the study included;

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.459	0.122		3.773	.000
Communication process strategy	-.129	0.041	-0.16	-3.15	.002

Y =0.459 -129X$_1$…………………….Equation 3
H$_{01}$: Communication process strategy has no significant influence on service delivery in Turbo Sub County. The regression results in Table 4.32 indicate that there is significant relationship between Communication process strategy and service delivery with a beta coefficient of -.129 and significance of (p= 0.002). The study rejected the hypothesis. These results concur with Sofoluwe and Akinsolu (2015) whose findings revealed that there is no significant difference in the perception of all the respondents towards communication process in Quality assurance at the basic education level. The implications of the study as a catalyst in fast tracking access, participation and enhancing quality and equity towards attainment of EFA and MDGs were also stressed.

Conclusions and Recommendations

Conclusion

The study concluded that there exists a strong, positive and statistically correlation between communication process strategy and service delivery. Effective channel of communication, deliberate dialogue has been successfully used to deliver services. Ensuring that there is effective mode of communication where decision is made has made community building more efficient and through information asymmetry. The study also concluded that there exists a strong, positive and statistically correlation between communication process strategy and service delivery. Through Continuous and consistent collaboration, proper channel of coordination, resource sharing and bench marking which assists in community coordination has improved service delivery.

Recommendation

The study recommended that the government should ensure that they put enough resources on community capacity building this will play a significant role in community empowerment. They should also provide civic education, training and community empowerment to the community representative to enhance service delivery process. The study also recommended that the government should do a continuous and consistent collaboration with the people of community, do proper channel of coordination, equally share resources and bench mark with other communities this will assists in community coordination has improved service delivery.

References

Bassett, E. M. (2016). *Urban Governance in A Devolved Kenya. In Governing Urban Africa*. London: Palgrave Macmillan.

Be-Ere, S. (2021). Decentralization Reforms in Developing Countries Designed to Champion the Interests of Central Politicians and Not Grassroots Development. *Journal Of Developing Societies*, *26*(1), 108-141.

Bryson, J., & George, B. (2020). Strategic Management in Public Administration. *Oxford Research Encyclopedia of Politics. 21*(5), 822-849.

Burton, L. J., & Mazerolle, S. M. (2011). Survey Instrument Validity Part I: Principles of Survey Instrument Development and Validation in Athletic Training Education Research. *Athletic Training Education Journal*, *6*(1), 27-35.

Buswell, J., Williams, C., Donne, K., & Sutton, C. (2016). *Service Quality in Leisure, Events, Tourism and Sport*. Wallingford: Centre for Agriculture and Bioscience International.

Cheeseman, N., & Murray, C. (2017). 2 Power-Sharing in Kenya. *Power Sharing. Empirical And Normative Challenges*, 36-62.

Cheeseman, N., Lynch, G., & Willis, J. (2016). Decentralisation In Kenya: The Governance of Governors. *The Journal of Modern African Studies*, *54*(1), 1-35.

Deichmann, U., Goyal, A., & Mishra, D. (2016). Will Digital Technologies Transform Agriculture in Developing Countries? *Agricultural Economics*, *47*(1), 21-33.

Dubey, R., Gunasekaran, A., Childe, S. J., Fosso Wamba, S., Roubaud, D., & Foropon, C. (2021). Empirical Investigation of Data Analytics Capability and Organizational Flexibility as Complements to Supply Chain Resilience. *International Journal of Production Research*, *59*(1), 110-128.

Durose, C., & Richardson, L. (2015). *Designing Public Policy for Co-Production: Theory, Practice and Change*. Bristol: Policy Press.

Engin, Z., & Treleaven, P. (2019). Algorithmic Government: Automating Public Services and Supporting Civil Servants in Using Data Science Technologies. *The Computer Journal*, *62*(3), 448-460.

Fatile, J. O., & Ejalonibu, G. L. (2015). Decentralization And Local Government Autonomy: Quest for Quality Service Delivery in Nigeria. *Journal Of Economics, Management and Trade*, 5(3), 1-21.

Ferlie, E., & Ongaro, E. (2015). *Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues*. London: Routledge.

Hasrin, A. (2020). An Investigation into The Importance and Relevance of Intangible Assets in Malaysian Digital Small and Medium-Sized Enterprises (SMES) Performance: The Balanced Scorecard Approach. *International Journal of Computer Applications*, *37*(10), 14-18.

Hassan, A. S. M. (2017). The Role of Training in Public Service Delivery in Mogadishu-Somalia. *Global health action*, *10*(1), 134-169.

Hassan, F. A., Ong'ayo, H. A., Sore, M. K., Morara, G. N., & Aura, C. M. (2017). Effect Of Communication process in Access to Social Services: A Case Study of Hazina Ya Maendeleo Ya Pwani Approach in Coastal Kenya. *Open Journal of Social Sciences*, *5*(11), 160-180.

Head, B. W. (2016). Toward More "Evidence-Informed" Policy Making? *Public Administration Review*, *76*(3), 472-484.

Heinze, N., & Hu, Q. (2006). The evolution of corporate web presence: A longitudinal study of large American companies. *International journal of information management*, *26*(4), 313-325.

Yarow, I. A. A. (2019). The contribution of fiscal decentralization to regional inequality: Empirical results for South African municipalities. *Economic Research Southern Africa (ERSA) is a research programme funded by the National Treasury of South Africa. ERSA working paper*, *597*, 1-41.

Jesse, A., & Bengesi, K. M. (2018). Resource Complementary for Social Service Delivery: A Case of Corporates and Local Government Authorities in Morogoro, Tanzania. *J. Mgmt. & Sustainability*, *8*(6), 25-78.

Kabogo, J. E., Anderson, E. P., Hyera, P., & Kajanja, G. (2017). Facilitating Public Participation in Water Resources Management. *Ecology And Society*, *22*(4), 89-103.

Kern, H. L., Stuart, E. A., Hill, J., & Green, D. P. (2016). Assessing Methods for Generalizing Experimental Impact Estimates to Target Populations. *Journal Of Research on Educational Effectiveness*, *9*(1), 103-127.

Kianto, A., Vanhala, M., & Heilmann, P. (2016). The Impact of Knowledge Management on Job Satisfaction. *The International Technology Management Review*, *7*(1), 13-24.

Kugonza, S., & Mukobi, R. (2015). Public Participation in Services Delivery Projects in Buikwe District Local Government Uganda. *Commonwealth Journal of Local Governance*, *6*(18), 127-146.

Lee, W. H., Lin, C. W., & Shih, K. H. (2018). A Technology Acceptance Model for The Perception of Restaurant Service Robots for Trust, Interactivity, And Output Quality. *International Journal of Mobile Communications*, *16*(4), 361-376.

Merritt, C. C. (2019). What Makes an Organization Public? Managers' Perceptions in The Mental Health and Substance Abuse Treatment System. *The American Review of Public Administration*, *49*(4), 411-424.

Mohajan, H. K. (2017). Two Criteria for Good Measurements in Research: Validity and Reliability. *Annals Of Spiru Haret University. Economic Series*, *17*(4), 59-82.

Muthui, A. K. (2016). Factors Influencing Service Delivery in County Governments in Kenya. *International Journal of Public Administration*, *30*(10), 973-994.

Ndlela, M. N., & Mulwo, A. (2017). Social Media, Youth and Everyday Life in Kenya. *Journal Of African Media Studies*, *9*(2), 277-290.

Neale, J. (2016). Iterative Categorization (IC): A Systematic Technique for Analysing Qualitative Data. *Addiction*, *111*(6), 1096-1106.

Nie, W. (2016). Xi Jinping's Foreign Policy Dilemma: One Belt, One Road or The South China Sea? *Contemporary Southeast Asia*, *12*(9), 422-444.

Quick, K. S., & Bryson, J. M. (2016). *Public Participation. In Handbook on Theories of Governance*. Cheltenham: Edward Elgar Publishing.

Serbetar, I., & Sedlar, I. (2016). Assessing Reliability of a Multi-Dimensional Scale by Coefficient Alpha. *Journal Of Elementary Education*, *9*(1/2), 189-196.

Shimengah, M. M. (2018). Influence Of Strategic Leadership Practices on Service Delivery Within County Governments in Kenya: A Literature Review. *Journal Of Strategic Management*, *3*(1), 1-13.

Smith, G. (2020). Enhancing The Legitimacy of Offices for Future Generations: The Case for Public Participation. *Political Studies*, *68*(4), 996-1013.

Sofoluwe, A. O., & Akinsolu, A. O. (2015). Communication process in Quality Assurance (CPQA): A Catalyst in Enhancing Quality Basic Education Service Delivery in Nigeria. *Journal Of Education and Practice*, *6*(7), 12-19.

Sofoluwe, A. O., Akinsolu, A. O., & Ogbudinkpa, I. C. (2015). The impact of domestic responsibilities on the academic achievement of married women in college of education, Azare. *Journal of Educational and Social Research*, *4*(7), 101.

Thompson, M. (2019). Playing With the Rules of The Game: Social Innovation for Urban Transformation. *International Journal of Urban and Regional Research*, *43*(6), 1168-1192.

Torfing, J., & Sorensen, E. (2019). Interactive Political Leadership in Theory and Practice: How Elected Politicians May Benefit from Co-Creating Public Value Outcomes. *Administrative Sciences*, *9*(3), 51-89.

Tricker, R. B., & Tricker, R. I. (2015). *Corporate Governance: Principles, Policies, And Practices*. Oxford: Oxford University Press.

Tsofa, B., Molyneux, S., Gilson, L., & Goodman, C. (2017). How Does Decentralisation Affect Health Sector Planning and Financial Management? A Case Study of Early Effects of Devolution in Kilifi County, Kenya. *International Journal for Equity in Health*, *16*(1), 1-12.

Womack, A. J. C. (2020). *The Influence of Labour Legislation on Job Creation and Job Sustainability in South Africa* (P. 444), 450-454. AOSIS.

Zerfass, A., Vercic, D., Nothhaft, H., & Werder, K. P. (2018). Strategic Communication: Defining the Field and Its Contribution to Research and Practice. *International Journal of Strategic Communication*, *12*(4), 487-505.

Zhou, X., Jin, Y., Zhang, H., Li, S., & Huang, X. (2016, December). A Map of Threats to Validity of Systematic Literature Reviews in Software Engineering. In *2016 23rd Asia-Pacific Software Engineering Conference (APSEC)* (Pp. 153-160). IEEE.