

Factors Affecting Leadership in Service Delivery among Civil Society Organizations in South Sudan: A Case Study of Imehejek County of Torit State

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Abstract

*The leadership of Civil Society Organizations (CSOs) in service delivery is seen as a vehicle of effective development and poverty reduction. The specific objectives of this study is to determine whether managerial conflicts affect service delivery of civil society organizations in Imehejek County, to identify whether organizational structure affects service delivery of civil society organizations in Imehejek County and to determine if competition for funding affects service delivery of civil society organizations in Imehejek County. The study used descriptive research design with a target population of 102 employees. The researcher used Yamane Yaro formulae to obtain a sample size of 81 employees. The data was collected using the questionnaires and analyzed using SPSS version 23 descriptive analysis, Pearson correlation, analysis of variance (ANOVA) and multiple regressions. There is a positive and significant relationship among service delivery in the organization and competition for funding as the P-Value is at p 0.000 which is less than 0.05 and r (0.449**). The second relationship is among service delivery in the organization and managerial conflicts at P- value 0.01 which is less than 0.05 indicating a positive and significant relationship and r (0.327**). The third relationship among service delivery and organizational structure indicating a positive and non-significant relationship is at P-value, 0.252 that is greater than 0.05 and r (.148). The recommendations of this study showed that the organizations should reduce managerial conflict, while enhance organizational structure and competition for funding.*

Keywords: Leadership, Service Delivery, Civil Society Organization, Conflict

Background to the Study

Globally it has been viewed that failure of state leadership in development approaches for decades fueled the interest of civil society organizations as a development alternative to provide service delivery. Across the developing world, the leadership of Civil Society Organizations (CSOs) in service delivery is seen as a vehicle of effective development and poverty reduction. This developing world is identified by Perreault (2015) to be faced with limited financial resources that have been pervaded by poor governance and corruption in the provision of services to the vulnerable people. The leadership of CSOs is positively viewed as aimed to offering innovative and people-centered approaches to service delivery and development (Perreault *et al.*, 2015). Lewis *et al.*, 2020 indicated that the emergence of CSOs in 1970s and 1980s varied widely in origin and levels of formality. In this connection, Leonard (2016) points out that these variations depend on the origin and the level of formality and development approaches causes a potential risk in leadership of CSOs activities if not checked. Civil Society organizations are the largest service delivery body in African and specifically in sub-Saharan Africa. Non-governmental organizations are perceived and uniquely suited to overcome many

of the challenges to providing public services in difficult social, economic, and geographical context. The development approaches by diverse and different civil society organizations become complex, yet the economic imperative and advocacy remained their central focus (Lewis *et al.*, 2020).

As noted by Leonard (2016), many argued that the shift of service delivery away from the government towards the civil society organization is viewed as a positive development. They believed that the civil society organizations are generally more effective in service delivery and can be more cost efficient. Another reason is that these organizations are less bureaucratic, more flexible and innovative and thus, more responsive to circumstances, and often have qualified and committed staff (Leonard *et al.*, 2016). Their focus in service delivery to public domain is however influenced by leadership factors that limited their achievements. These factors are discussed throughout in this paper as the main purpose of research study.

South Sudan gained independence from Sudan in July 2011 from Sudan after decades of civil war. It is one of the most diverse countries in Africa with 64 different ethnic groups with majority who follow traditional religion. The civil war of 2013 displaced over 2 million people and poses humanitarian threat to over 4 million people (BBC January 17, 2018). The economy of the country is one of the most underdeveloped with its little existing infrastructure, high maternal mortality and illiteracy rates in the world as of 2011 (Kaitudel, 2018).

The study investigated the factors that have affected the leadership in service delivery by civil society organizations in delivering essential public services in South Sudan, with objective to draw lessons for development practitioners, researchers and policy makers of the country. The country faces serious problems in providing services to its citizens.

In South Sudan, civil society organizations are perceived as the only service providers in the rural and urban areas. The study explored the factors limiting capacity and resources of civil society organization to improve public services in Imehejek County. It focused on three factors that affect service delivery: managerial conflicts, competition for funding and organizational culture (Leonard *et al.*, 2016).

Literature Review

Theoretical Review

Complexity Theory

Liang (2017) defined complexity theory as a system of individual agents, who have freedom to act in ways that are not always predictable, and whose actions are interconnected such that one agent's action changes the context for other agents. He further observed that although traditional approaches to the explanation of organizational change and transformation processes are limited and have proven unsatisfactory in guiding both research efforts and applied management practices, it is suggested that these limitations can be minimized at a theoretical level by developments in the complexity science. The complexity approach offers a fundamentally new way of conceptualizing many of the apparent paradoxes confronting organization theory and analysis (Liang, 2017).

Complex theory revolutionizing the way scientists look at the world. It provides a framework on how there got to be an organization in unpredictable environment. Especially when taking into consideration the dynamic situations of South Sudan. Liang in his argument explained that the dramatic changes occurring in the business and organizational context put a premium on

responsiveness to changes particularly in an environment that seems to be changing. In this way organizations need to be more adaptable and better able to learn from experience in order to reconfigure their strategies in the face of new demands (Liang, 2017).

McKay (2019) further explained that the pressures for change in organizations have never been greater. Thus; innovate or die has been true, and this applies not only to technology but also to differing forms of organizational structure and processes, which is echoed in Chaos theory, and now its offshoot complexity theory offers all those organizations clarity and method of enhancing the management of change. These implications have not been developed in depth yet, but they are there (McKay, 2019). He again stated that there is a crisis when a system is confronted with an event, generally unexpected, of which the consequences are going to develop in time of dynamic which can be very fast, producing significant risks which exceed the pre-existing resources in terms of procedures of actions and actors (McKay, 2019).

These observations of complex theory are true of civil society organizations providing service delivery in war torn countries like South Sudan and in particular in Imehejek County where they were faced with complex situations as service delivery are provided. In this county, complex environment with apparent paradoxes had confronted service delivery by civil society organizations. The unpredictable environments caused by all kinds of vices such as war, conflicts, natural disasters and negative cultural beliefs have affected communities socially, economically and politically. Although civil society organizations had put much effort to reduce these through seminars, workshops and trainings; it had proved to have less impact as some of these were beyond civil society organizations. However; these observations from complexity theory offer fundamental approach for organizations providing service delivery in complex situation fit well with this study. The study aims to determine leadership factors affecting service delivery of civil society organizations in Imehejek County of South Sudan. It is expected that the findings of the study will indicate why the leadership of civil society organizations experienced poor service delivery in this county and gave helpful insights informing community members, civil society organizations, government and other stakeholders working in conflicts areas to address these factors to realize development.

Conflict Theory

Akdeniz (2015) stated that conflicts have both life-affirming and life-destroying aspects. It is formed from contradictions in the structure of society and manifests itself in attitudes and behavior (Akdeniz, 2015). Multidimensional analysis of conflicts by Demmers (2012) notes that conflicts and competition permeate in all areas of social life as a result of peoples' ongoing struggles to improve their positions in terms of material resources, status and power. As a result, conflict becomes one of the worst devastating phenomena in Africa for decades, with Sub-Saharan Africa being the most affected. It becomes increasingly destructive and less manageable (Demmers, 2012).

Redpath (2016) explains that the major causes of conflicts as but not limited to intensified cattle raiding, proliferation of illicit arms, inadequate policing and state security arrangements, political incitements, competition over pasture and water, diminishing role of traditional governance system, land issues, idleness among the youth and increasing levels of poverty (Redpath, et. al. 2015). He further observes that in society there are mechanisms that make conflicts inevitable and inexorable. These include power differentials, which ensure that some groups have exploited others thereby constituting a built-in source of tension and conflict in society. Akdeniz (2015) observed the work of Karl Marx view that the existence of scare

resource and competitive pursuance of different goals ensures that conflicts are inevitable (Akdeniz, 2015). He emphasizes that the degree of inequality in resource distribution influences conflicts. The more the subordinates become aware of their true interests, the more they question the social arrangements and legitimacy of those in power.

Furthermore, Akdeniz (2015) notes factors such as ecological concentration or environmental difficulties, lack of livelihood; emergences of ideological persons that control socialization process greatly contribute towards conflicts (Akdeniz, 2015). This observation gives a clear picture of communities deprived from social services.

In this county and beyond, conflicts had disastrous effects on livelihoods of communities and service delivery by civil society organizations. Conflict is a vicious circle that has created deep wounds on communities socially, economically, and politically.

Several attempts by civil society organizations had been made to resolve conflict through dialogues and peace committees. However, these attempts worked well but, in most cases, things turn sour and again conflict in turn come up affecting development and wellbeing of these communities. The study aims to determine leadership factors affecting service delivery of civil society organizations in Imehejek County of South Sudan. It is expected that the findings of the study provide a clear reasons why civil society organizations are failing service delivery in these counties and gave helpful insights informing community members, the leadership of civil society organizations, government and other stakeholders working in conflicts areas.

Empirical Review

The empirical review of this study will provide an insightful thematic review of the relevant literature related to the factors affecting the leadership of Civil Society Organization (CSO) in service delivery of Imehejek County. It will also serve as a brief overview of other scholars' perspectives in relation to the topic of study. The empirical reviews will first discuss how managerial conflict affected service delivery in the leadership of civil society organizations. Secondly it will discuss how competition for funds affected service delivery in the leadership of civil society organizations and finally determine how organizational culture affected service delivery in the leadership of civil society organizations.

Managerial Conflicts of CSO in Service Delivery

Managerial conflicts are the practice of being able to identify and handle conflicts in a proper manner. Conflicts in an organization are a natural part of the business in a workplace because where there are people; there always will be conflicts. The leadership of an organization has to deal with the conflict sensibly, fairly, and effectively. However, leadership has been a significant topic of interest over several decades (Kovjanic *et al.*, 2018). Leonardo argues that leadership as a concept is widely considered to be a key factor for the success of an organization (Leonard *et al.*, 2016). Literature on leadership highlights that, lately, employers have been found to be dissatisfied with civil society organizations, especially with managers coming under sharp criticism (Leonard *et al.*, 2016).

Managers of any institution have skills to help staff to develop their ability to think critically, communicate effectively and manage firms in such a manner that they can serve communities in a successful and reasonable manner. Bailey (2016) pointed out that there is a need for visionary leadership in institutions and suggests that vigorous visionary leadership amongst

managers is required to generate a unique organizational identity and reputation. Adding to the debate of CSO there is need for effective leadership by managers. There have been also growing concerns over the challenges faced by these leaders (Bailey *et al.*, 2016). This paper will discuss CSO governance, inter-relationships, and communication within the organizational structure on how these factors affect the leadership of CSO in service delivery.

CSO Governance

Historically, academics and donors have sought to clarify what makes organizational projects effective and sustainable contributors to development. These have been shown that the leadership role-played by organizations in their relationship with the citizens has been a key element. Kuster (2017) points out that governance in any sector is a functioning system that shows positive interactions of an institution with citizens and donors with a goal to achieve development projects ranging from management reform, to civil society strengthening to democratization (Kuster *et al.*, 2017). The link between governance and CSO service delivery was highlighted in the World Bank's 2016 World Development Report, which focused on accountability structures and processes (World Bank, 2016). This knowledge can give the leadership of CSO awareness that governance elements are necessary facets of strengthening organizational effective service delivery to any community.

As broadly discussed by Chauvet (2015), good governance leads to change in the social and economic endeavor if it the leadership of organizations adhere to the principles of good governance. It refers to a desirable state of affairs usually described in terms of accountability, transparency, combating corruption and citizen involvement (Chauvet *et al.*, 2015). It shows an improved service delivery and the efficient management of social and economic resources. As noted by Grady in UNDP Commissioned report (2014) that to determine areas in which the CSOs need support to improve in governance and management functions showed out areas in organizational structure, roles and responsibilities of the board and the problem solving in any institution. Grady also explained that there are ranges of stakeholders who are left unattended in basic needs. Yet from the perspective of CSO, what remains to be seen is whether the increased influence of CSO service delivery in development will push to grassroots effectively in addressing the long-term needs of vulnerable people affected by continues conflicts (Grady, 2014).

However, this awareness has not been translated into effective integration of governance into organizational programs and project such as education, health, water and sanitation, agricultural endeavors and community development. Against this backdrop, there is need to cross check how managers could be linked to the success or failure of leadership within organizations. According to Leonardo, there are contentious issues in the academic literature where managers are double-handed professionals who forced to manage organizations at the edge of chaos to hyper turbulent environment that they cope with it (Leonard *et al.*, 2016). But other scholars such as Chauvet point out those managers of civil society organizations have fairly recently enjoyed enormous benefits from good facilities and good pay, prestige, and the opportunity without a focus to enhance the same with field staff (Chauvet *et al.*, 2015).

Scholars such as Walker, argued that good governance vary widely with limited knowledge of reasons why institutions in this case the civil society organizations were mandated to have board of governance. This is because the board insures good governance as a fundamental element within an organization for accountability and transparency. He further explained that managers of civil society organizations tend to manage resources with the help of their board

of governance who would request allowances, yet the resources were not meant for them. To avoid this scenario in an organization, good policies need to be developed (Walker, 2016).

CSO Inter-relationship

The inter-relationship between organizational culture and organizational performance has been discussed in management literature. Heiss and Johnson (2016) in their research on relationship-based approach within organizations; they viewed the importance of organizational networks and culture in project performance, becoming more increasingly important subject to a certain proper relationship in service delivery among civil society organizations. He further argued that finding methods adequate to handle the diversity and complexity of stakeholders' relationships to date has been a challenge to the leaderships of institutions worldwide. He added that unless the approach of analyzing network is considered and specifically the need to capture the rich variety coalitions that form within and outside organizations (Heiss *et al.*, 2016).

CSO Communication

According to Heiss (2016) and Johnson, communication is a tool for exchanging of experience and values as well as transfer of meanings and knowledge for good and successful business. Especially within the context of organizations, managers spend majority of their time communicating in several forms; meeting, face-to-face discussion, letters, emails, and other forms of communication. This will help employees realize that communication is a very important part of their work because much of their work and activities are based on teamwork (Heiss *et al.*, 2016). Walker (2016) argued that managers have huge responsibility in communication by directing and controlling the organizational systems to establish effective leadership at the center of information networks in order to facilitate the tasks completion. He added that this would build trust between managers and employees as well as among employees that will later result in the confidence in organization with achievement in their services to communities (Walker, 2016).

Heiss (2016) linked ethics to workplace diversity as a possible area of study, given the dynamics in the structure of multinational organizations. The ethical and social responsibilities of managers, and the obligation on boards to be reassured the stakeholders of their responsibility and ethical rigor, this area is relevant to communication. He further argued that to address social concerns such as service delivery, there is need to consider work from stakeholders' point of view. This involves knowing the priorities of stakeholders to acknowledge their goals, including social values and responsible decision. However, poor communications within civil society organizations in which most of them have little or no access to Internet and telephone connection has been a rampant concern in organizational endeavor. They have been trying to connect with other agencies to develop strong system of coordination and communication among civil society organizations to strengthen service delivery, but this has been affected by undeveloped road network (Heiss *et al.*, 2016). Communication is also mobility that involves road network. As described by World Bank in 2015/16, South Sudan has one of most underdeveloped roads networks in the world and is a serious constrain on economic growth (World Bank, 2016).

As pointed by Johnson, South Sudan is an emerged a landlocked country dependent on its neighbors to the north and south for access to the sea, including connectivity with undersea fiber-optic cable. The rugged land terrain, insecurity along most routes are limiting the expansion of the roads network and addressing the serve infrastructural system is currently faced by the government and service providers. The general infrastructure and conditions of

the roads make it vulnerable to seasonal influxes, with many roads impassable during the rainy season for extended period of times and cutting off large areas of the country. During the rainy season, many of the country's roads become impassable and injury from vehicle accidents, exposure to other risks such as cattle raiders attack is inevitable to organizational staff traveling by roads (Johnson, 2016).

Since the resumption of the conflict in December 2013, roads travel has become dangerous. Road conditions at best remain very poor, and very limited maintenance increasing the security risk. Compounding to this situation is the current absence of adequate policing of the nation's roads, resulting in dangerous standards of driving and even in major towns there is almost no enforcement of existing traffic regulations (Johnson, 2016).

According to South Sudan Tribune 22 August 2017, the minister of humanitarian affairs pointed that humanitarian situation has been exacerbated by poor road network in many parts of the country. Minister Hussein Mar admitted that many South Sudanese are suffering from hunger and disease, yet they cannot receive aid due to bad roads. He noted that delivery of food aid is hampered by the poor road network and calling humanitarian aid agencies to help airlift food and medicine to the areas. Adverse climatic changes result either in severe drought or excessive rainfall impacts the roads, especially for unpaved roads, and in case of paved roads, they became flooded due to lack of drainage system (South Sudan Tribune, 2017).

This condition leads to the high freight tariffs of \$0.20 per ton-kilometer, twice those found in Sudan and four times those in South Africa (Johnson, 2016). These factors have made the cost of living very high. Even the types of vehicles in the country are mostly four-wheel drive and expensive to purchase and to manage. Service providers have to purchase these types of vehicles to move in these poor and unpaved roads.

The absence of a regional transport backbone connecting South Sudan and its neighbors hinders growth and regional integration. On the border with Uganda and Kenya, the regional road network is confined only to one main artery. The road connecting Juba with East Africa is the most travelled and the only road network that is generally in good or fair condition. Connectivity to Sudan is underdeveloped; the relevant regional corridor is in bad condition and recording very low traffic volumes. During the rainy season between April and November, a majority of the roads in South Sudan are impenetrable (Johnson, 2016). World Bank report further suggests that the transport costs are high making South Sudan an expensive place to trade. Over 16 percent of the total cost of production in the oil, food and building materials can be attributed to transports (World Bank, 2018).

Organizational Structure of CSO in Service Delivery

Organizational structure according to Heiss (2016) is a system in which organizations distribute responsibilities, powers and how procedures are being carried. It is the method that services are flowed through an organization. It allows employees to work together within their individual functions to manage tasks. They added that organizational structure of an institution determines the modes in which it operates and performs its programs in service delivery. In these processes, there are shared assumptions, values and beliefs that govern how employees behave in organizations. However, the organizational structures demand elasticity and ability to adapt to a changing environment (Heiss *et al.*, 2016). As pointed by Deng (2016), an organizational structure plays a key role in helping management to achieve its objectives in easy manner. Although organizational structures have evolved from rigid, vertically integrated,

hierarchical, autocratic structures, however for the purpose of this study, it will only discuss two main types of organizational structures. Deng indicated that organizational structures are of two types; thus, mechanistic, and organic structures (Deng *et al.*, 2016).

Chain of Command

Organizational structures according to Grady can hinder or promote performance of an organization, depending on the leadership relationship and how workflow influence productivity. Effective leadership involves goal setting activities and periodic reviews by management. Without policies and procedures that are consistently enforced throughout the organization, service delivery by an organization can fail to achieve their desired goal of improving community livelihood (Grady, 2014). Chauvet (2015) pointed that the performance of an organization depends entirely on how highly trained employees are in their service provision. An organization with highly trained employees such as service providers, they perform their jobs independently. In this way the employees such institution may have autonomy over their performance because authority and powers are shared; however, this may lead to inconsistent in performance management (Chauvet *et al.*, 2015).

Most CSOs have their headquarters in cities with a wide range of service provision, operate in many different locations and also support other institutions required flexibility in performance management. This calls for innovative system to adjust to community demand. As discussed by Hasmath (2019), organizations with strong control structure require managers with specialization, as their hierarchies need results that are well centralized. Their system requires leadership skills in communication and managerial knowledge (Hasmath *et al.*, 2019). They further pointed that mechanistic structures have advantages when the environment is more stable. The main advantage of a mechanistic structure is its efficiency. Therefore, in organizations that are trying to maximize costs, mechanistic structures provide advantages. The authors gave the example of McDonald when management took the bureaucratic structure where the employee jobs are highly formalized, with clear lines of communication and specific job descriptions. This structure became an advantage for McDonald's that produced a uniform product around the world at minimum cost. The presence of a mechanistic structure is to give affirm performance for new organizations and business enterprises (Hasmath *et al.*, 2019).

Span of Control

A span of control is a concept that describes the number of people that are managed by someone. It is a chain of command notion where the numbers of subordinates are properly identified to understand a manager's reach. The *span of control is defined as* the range of resources that an individual has formal authority to direct (Williams, 2013). The span of control is indicative of quality of leadership that is mostly shows by CSO as they deliver services. This is where managers have many staff under them as services are being delivered.

Lohrenz (2018), however, suggests that it is essential for span of control and scope of control to be in harmony. He pointed out that when one of these is larger or smaller than the other, then crisis aroused in leadership method that affected instruction and teamwork. At the end effectiveness of staff are affected which also affects the delivery of services. For instance, when the manager supervises a large number of employees, the manager often has limited time to align activities and monitor the quality of how staffs execute activities. In such situation, employees would feel the manager is constantly looking over them as a hindrance (Lohrenz, 2018).

Work Specialization

Work Specialization, also known as division of labor, refers to the degree to which tasks necessary to achieve organizational objectives is divided into various jobs. Many authors had addressed this subject in the past, but Smith was the first to discuss the subject in a comprehensive manner. Work specialization allowed managers to break complex tasks into smaller, more precise tasks that individual employees can complete. Specialization led to higher efficiency and productivity having in mind that leaders promote a culture of support and consideration of needs for others (Farley & Smith, 2020). When the task is divided and subdivided according to the specialization of job given, then managers can produce a greater quality of output; in this case effective service delivery among communities are realized. Farley continues to argue that the ultimate effectiveness of organizational staff who focus on their preferences and talents, learn to their specialization of work better, and work in large organizations is that society as a whole can deliver more than if each person tried to deliver all of their services alone. The division of work according to specialization has been a force against the problem of scarcity (Chauvet *et al.*, 2015). Workers who specialize in certain task within an organization often learn to give services effectively with a higher quality.

Competition for Funding of CSO in Service Delivery

The uncertainty of the external support has the ability to impact the performance and the success of civil society organizations. As pointed by Burnell (2013) in his writings show that non-profit organizations depended entirely on external support to deliver services. The primary purpose of most organizations in partnership with donors is to acquire funds rather than to improve communities to thrive in achieving development (Burnell, 2013).

Shaw (2016), in their study on organizational factors influencing sustainability of non-governmental organizations found out that the competition over funding is one of the factors that affect the leadership of service providers. Kumar (2018) in his study discussed the issue of donor dependency by non-profit organizations and financial accountability of the organizations found it as one of the factors that affect the leadership of CSOs in service delivery. They further revealed that the impact of relationship of multiple donors distorted donor funding and donor relationship as other factors that constrained the service delivery by CSOs (Kumar, 2018). This showed that the factors that caused funding competition among the civil society organizations include; financial accountability, donor dependency and donor relationship.

Financial Accountability

Olawoore and Kamruzzaman (2019), in their research assessed the financial accountability practices of several organizations in Nigeria and revealed that most of them were not open about accountability for their financial records with public causing distrust and therefore affecting their service delivery. In China, (Deng *et al.*, 2016) did a similar study on financial reporting by China Charities, they revealed in their study that financial accountability of funds utilized to bring development was not visible affecting the service delivery by civil society organizations due to lack of clear system of accountability within and among the foundations. This shows that financial accountability to donors and stakeholders is an important component for successful and efficient service delivery (Deng *et al.*, 2016).

Devas (2014), stated that the demand for CSOs to provide more services and accountability is increasing, while there is a thinner spread of funding that forces organizations to provide services with less funding. This makes the leadership of civil society organizations to make difficult decisions about staffing and rationing of services to communities, as well as embrace

new practice models that improve efficiency and demonstrate clear results. The managerial competencies needed to successfully navigate these complex environments that have evolved. The recent scholarship on leadership emphasizes on the access to leadership training within the non-profit sectors as the need for training in new models of leadership. However, they pointed that the challenges in achieving the goal of effective service delivery among the civil society organizations include the insufficient financial, human and technical resources for responding to growing needs and demands for services in the face of government and foundation cutbacks, tightly defined contracts, high rates of underfunded infrastructures and overhead, and even higher expectations for accountability (Devas, 2014).

Donor Funding Relationship

Competition for donor funding has become a major challenge to most non-profit organizations. This is practical when organizations depending on external donors. The sources of funding for civil society organizations are no longer reliable and are dependent on socio-political and economic environment. As discussed by Deng (2016), the experience with scarce donors, organizations are now realizing the need to build donor relationships with more efforts and resources being used in cultivating existing donors and finding new donors. Richard further in his study aimed to understand the impact of relationship on different types of donors, the study concluded that it is essential to build relationship with new donors for a long-term survival and continue effort in service delivery to communities (Deng *et al.*, 2016). The same study by Sergeant (2014) showed that relationship marketing is one of the most important perspectives for assessing the relationship with key stakeholders in the context of successful fundraising. This reveals that good working relationship with the donors affects the continuity of funding of the organizations that in essence improve the performance of the organizations in the aspect showing effective services delivery (Sergeant, 2014). Based on these discussions, it can be concluded that donor relations determine funding which is a major contributor of the organization's performance since it determines the financial resources available for efficient service delivery of organizations and therefore there is a need for further research on how and to what extent donor relationship influence upon the service delivery of an organization.

Donor Dependency of CSOs

Fine (2018) defines dependency in relation to non-profit as the extent to which institutions entirely relied on donors to achieve their organizational objectives. Fine further explained that the scarce of resources leads to dependency that in turn determines the results of the donors. Dean *et al.*, (2014) discussed that studies and research have shown beyond doubt that most organizations that dependent on others have been made to alter their organizational goals to suit the desires of other partners (Dean *et al.*, 2014).

One of the problems that most non-profit organizations encounter is the need to raise funds to fulfill the organization's purpose. Some of these organizations however have established circle of major donors who regularly make large charitable contributions, while other organizations seem to plead with anyone for contribution in any monetary funds. However, the study by Resnick and Van de Walle (2013) on dependency by non-profit organizations and corporate partners findings showed that having funds play a more significant role in achieving organizational objectives than it does for social objectives (Resnick *et al.*, 2013).

Conceptual Framework

The conceptual framework of this study was based on three independent variables and one dependent variable as represented. The study will use the conceptual framework in order to

answer the research questions. According to this study, factors affecting the leadership of civil society organizations in service delivery are conceptualized as being dependent on managerial conflict, organizational structure and competition for funding.

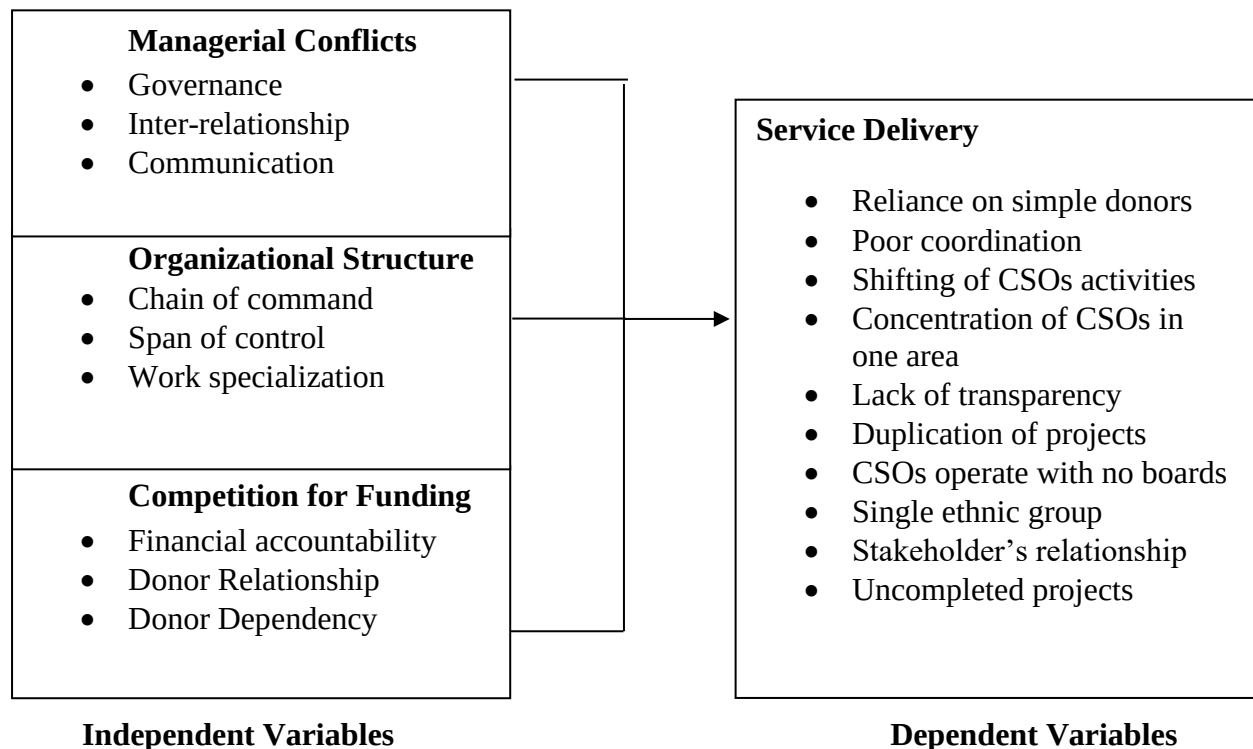


Figure 3: Conceptual Framework

Methodology

A descriptive research design was used to investigate how service delivery by the leadership of civil society organizations affected Imehejek County. A descriptive design helped provide answers to questions such as what, when, where and how that associated with a particular research problem. The purpose of a descriptive design was to define the condition, practices, choices, views and interests of the phenomenon of interest. The descriptive research design helped researchers who created data that can explain what relevant groups are composed of and their characters used descriptive design. These groups can be employees, organizations or other service providers (Harris, 2019). It was necessary for this study to use this design because it provided a foundation to systematically asked questions from the population and their systematic way of recording answers for further analysis.

The study population (shown in Table 1) comprised of 102 personnel, which included managers and staff of local civil society organizations, and international non-governmental organizations that operate in Imehejek County.

Table 1: Population Distribution

Category	No of Organizations	Population	Percentage
Local civil organizations	32	64	63%
International Non-Governmental Organizations	19	38	37%
Total	51	102	100%

The researcher selected Sample Size of 18 items out of 102 subjects in the population. According to Kothari, sample size is the number of objects in the sample used for calculating the estimates of a given population. Research scholars argued that a good representation of the population must be chosen (Kothari, 2019). Lohr (2019) stated that a good sample is one that has representation of population without any bias in selection from the population. He further expressed that there are no static rules about the sample size, but a sample should at least have 30 respondents or should represent at least 10% of the population if the study is a small-scale research (Lohr, 2019). While Bakker suggested on the other hand that in order to reduce sampling errors and increase representation, quantitative research designs require large samples (Bakker, 2019). Therefore, a sample of 81 respondents was used due to the limited scope of this study.

The researched adopted formula developed by Russek (2016) to select the sample

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

Where:

‘n’ = sample size,

‘N’ = population

‘e’ = the confidence level

1 = constant.

This formula assumes the level of precision of 5% and a confidence level of 95%. The sample size is:

$$n = \frac{102}{1 + 102(0.05)^2} = 81$$

Table 2: Sample Size

Category	Target Population	Sample to be selected	Percentage out of target Population
Local civil organizations managers and staff	64	51	63%
International civil Organizations managers and staff	38	30	37%
Total	102	81	100%

Data was collected using a self-developed questionnaire of Likert scale of 1 to 5. The questionnaire was self-administered by the researcher to all respondents which included managers and staff of Local and international civil organizations. Drop and pick method was used to administer questionnaires (Glendon *et al.*, 2016)

The reliability test was run using to determine the internal consistency of the questionnaire using Cronbach Alpha (Glendon, 2016). The findings of the test produced a score of 0.879 Alpha, which indicated that the instrument was reliable, into percentage of 87.9%.

Table 3: Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.879	.869	13

After data collection, the raw data was first coded and entered into a software computer program called statistical package for social sciences. The multiple regression method was used in the process of analysis to interpret and determine the influence of independent variables on dependent variable, thus service delivery of civil Society Organization.

The regression model used was presented by the equation below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots \epsilon \text{ Where;}$$

Y = Service delivery (Dependent Variable)

X₁ – X₃– Independent Variables

X₁ = Managerial Conflicts

X₂ = Organizational structures

X₄ = Competition for funding

β₀ = Co-efficient of the model

β₁ –β₄ = Beta Co-efficient of Determination

ε = Stochastic Error Term

The study explained how other factors might have affected the leadership of Civil Society in service delivery of organizations apart from the variables that were investigated. These factors were represented by (β₀) then the error is represented by (ε) which showed both relationship between the dependent and independent variables (Glendon, 2016).

Findings

Response Rate

Out of 81 questionnaires circulated to respondents, 62 questionnaires received thus 76.5% of the respondents participated in the study. Majority 69.4%, of the respondents participated in the study were males, compared to 30.6% constituted females as shown in the figure 4.1 below. This showed that there was fare gender equity among the communities that have a history of a low girl child education. It implied that service delivery in terms of educating child girl is improving. It also meant that some civil society organizations are working hard to improve child girl education.

Inferential Statistical Results**Table 4: Correlation Matrix**

Correlations		Competition for funding	Managerial conflict	Organizational Structure	Service Delivery
Competition for funding	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	62			
Managerial Conflict	Pearson Correlation	.306*	1		
	Sig. (2-tailed)	.016			
	N	62	62		
Organizational Structure	Pearson Correlation	.039	.413**	1	
	Sig. (2-tailed)	.761	.001		
	N	62	62	62	
Service Delivery	Pearson Correlation	.449**	.327**	.148	1
	Sig. (2-tailed)	.000	.010	.252	
	N	62	62	62	62

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

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

Correlation analysis measures the strength of association between two variables and the direction of the relationship as indicated on Table 4. The relationship from the table revealed that there was a positive and significant relationship among service delivery in the organization and competition for funding as the P-Value is at (P 0.000) which is less than (P 0.05) and r (0.449**). The second relationship is among service delivery in the organization and managerial conflict is at (P 0.01) which is less than (P 0.05) indicating a positive and significant relationship and r (0.327**). The third relationship among service delivery and organizational structure indicating a positive and non-significant relationship is at (P 0.252) which is greater than (P 0.05) and r (.148).

Coefficient of Determination**Table 5: Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.802	.792	.74896

a. Predictors: (Constant), Competition for funding, Managerial Conflict, Organizational Structure

Coefficient of Determination as indicated on Table 5 indicates that R^2 (R squared) which is the coefficient of determination to the dependent variables service delivery which is affected by the following corresponding independent variables: competition for funding, managerial Conflict and organizational Structure. An $R = 0.896^a$ shows a strong relationship between the variables in the study. The explanation given by the R Square is 0.802 (80.2%), which represents predictors identified for this study as influencers of service delivery. This shows that there are other factors that represent 19.8 %, which affect service delivery in organizations that were not captured in this study.

Analysis of Variance (ANOVA)

The researcher sought to determine the disparity in the independent variables to establish the level of out come on the study as well as the effect on service delivery as indicated in the Table 6.

Table 6: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131.948	3	43.983	78.409	.000 ^b
	Residual	32.534	58	.561		
	Total	164.482	61			

a. Dependent Variable: Services

b. Predictors: (Constant), Competition for funding, Managerial Conflict, Organizational Structure

The Table 6 indicates that the value of F= 78.409, as the F critical is calculated at (df =3, 58). With sig (p-value) =000^b which is less than 0.05 which indicates that the overall regression is significant.

Bivariate Analysis

The bivariate analysis shows the relationship of each independent variable to the dependent variable. It indicates how each of the three independent variables relates to the dependent variable.

Table 7: Managerial Conflict**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
1		B	Std. Error	Beta		
	(Constant)	-4.407	1.719		-2.564	.013
	Managerial Conflict	1.791	.418	.484	4.280	.000

a. Dependent Variable: Services Delivery

Table 7 indicates a positive and significant relationship between managerial conflict and service delivery since (P- value) =0.000 which is less than the (p-value) = 0.05. When the organizations decrease managerial conflict there will be an increase in service delivery by 1.791 to the constant service delivery at -4.407.

Table 8: Organizational Structure**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
1		B	Std. Error	Beta		
	(Constant)	-5.600	.697		-8.031	.000
	Organizational Structure	2.177	.176	.847	12.363	.000

a. Dependent Variable: Services Delivery

Table 8 indicates a positive and significant relationship between managerial conflict and service delivery since (P- value) =0.000 which is less than the (p-value) = 0.05. This means that when the organizations enhance their organizational structure, there was an increase in service delivery by 2.177 to the constant service delivery at -5.6.

Table 9: Competition for Funding

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-2.235	.439		-5.091	.000
	Competition	1.490	.123	.843	12.127	.000

a. Dependent Variable: Services Delivery

Table 9 indicates a positive and significant relationship between service delivery and organizational structure since (P- value) =0.000 which is less than the (p-value) = 0.05. When the organizations increase competition for funding, there was an increase in service delivery by 1.49 to the constant service delivery -2.235.

Multiple Regression

Regression analysis is a statistical method used to examine the relationship between two or more variables of interest. The main reason is to determine the influence of one or more independent variables or the predictors on the dependent variable. This is used to determine when any of the independent variables is varied, as the other independent variables are held constant.

Table 10: Multiple Regression Analysis

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-3.398	.936		-3.632	.001
	Conflict	-.525	.283	-.142	-1.856	.068
	Structure	1.411	.272	.549	5.193	.000
	Competition	.850	.177	.481	4.817	.000

a. Dependent Variable: Services Delivery

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \dots \epsilon$ Where;

Y = Service delivery (Dependent Variable)

$X_1 - X_3$ – Independent Variables

X_1 = Managerial conflict

X_2 = Organizational structure

X_3 = Competition for funding

β_0 = Co-efficient of the model

$\beta_1 - \beta_3$ = Beta Co-efficient of dependent variables.

ϵ = Stochastic Error Term

Service delivery = -3.398 + (-.525Managerial conflict) + (+1.411Organizational structure) + (+.850Competition for funding)

The regression model on Table 10 shows that when all the factors are held constant, service delivery in the organization is at -3.398. While an increase in managerial conflict when the

other factors remain constant would lead to decrease in service delivery by -.525. And an enhancement on organizational structure while the other factors remaining constant would lead to an increase service delivery by 1.411. Therefore, taking consideration on competition for funding, as the other factors remaining constant would lead to increased service delivery by .850.

Table 10 depicted the relationship and significance among the variables. The managerial conflicts revealed a positive and non-statistically significant at ($P = 0.068$) relationship with service delivery in the organization at ($P > 0.05$), while organizational structures on service delivery revealed positive and statistically significant at ($P = 0.000$) relationship between service deliveries at ($P < 0.000$). Finally, the competitions for funding revealed a positive and not statistically significant at ($P = 0.000$) relationship with service delivery in organization ($P > 0.000$).

Discussion

Managerial Conflicts and Service Delivery

This study was to establish the relationship between managerial conflicts and service delivery. Accordingly, when the leadership of an organization has increased managerial conflict, there is a decline in service delivery. This is in line with the argument of Leonard (2016) that leadership is a key factor for the success of organizational goals. Cherif (2016), also pointed out that there is a need for visionary leadership in institutions and suggests that vigorous visionary leadership amongst managers is required to generate a unique organizational identity and reputation. It refers to the same findings that if the leadership increases managerial conflicts, it affects service delivery. The findings also indicated that when there is governance, inter-relationship and communication, it provides measurement under control of managerial conflict that lead to an increase in service delivery at civil society organizations in Imehejek County. There is relationship between these findings with what is discussed by other authors. Kuster (2017) links between governance and CSO service delivery highlighted by the World Bank Development Report (2017) focused on accountability structures and processes. This view shows that the leadership of CSOs is aware that governance elements are necessary facets of strengthening organizational effective and increase service delivery to any community. Hence, there is a clear relationship between managerial conflicts and service delivery depicting that when the leadership of an organization has increased managerial conflict it leads to the decline in service delivery and also when there is governance, inter-relationship and communication measured in placed under control of managerial conflict, lead to an increase in service delivery by civil society organizations. There is also a thinner spread of funding that forces organizations to provide services with less funding. This encourages the leadership of civil society organizations to make difficult decisions about staffing and rationing of services to communities, as well as embrace new practice models that improve efficiency and demonstrate clear results. These actions sometimes however caused conflicts as shown by some respondents in the research.

Organizational Structure and Services Delivery

The study established that the relationship between organizational structure and services delivery contributes to the enhancement in service delivery. The findings confirmed that indeed organizational structure affects service delivery as stated through use of governance, inter-relationships, and communication that leads to increase in service delivery at civil society organizations in Imehejek County. Heiss et al. (2016) pointed out that organizational leadership structures can hinder or promote performance of an organization, depending on the leadership

relationship and how workflow influence productivity. Effective leadership involves goal setting activities and periodic reviews by management. Without policies and procedures that are consistently enforced throughout the organizational service delivery by an organization can fail to achieve their desired goal of improving community livelihood. Deng et al. (2016) also on the same line discussed that organizations with strong leadership control structures required managers with specialization, as their hierarchies need results that are well centralized. Their system required leadership skills in communication and managerial knowledge.

Competition for Funding and Service Delivery

The finding of the study established that the association between competition for funding and service delivery depicted that when an organization confronts competition for funding, it leads to enhanced service delivery. In connection with the response they indicate that competition for funding affects services delivery as the responses stated embracing financial accountability, donor funding relationship and minimize donor dependency, decrease competition for funding which eventually leads to increase in service delivery of civil society organizations in Imehejek County. Olawoore and Kamruzzaman (2019) assessed the financial accountability practices of several charitable organizations and revealed that most of them were not open about accountability for their financial records with public causing distrust and therefore affecting their service delivery. Deng (2016) did a study on financial reporting and revealed that financial accountability of funds utilized to bring development was not visible affecting the service delivery by civil society organizations due to lack of clear system of accountability within and among organizations. This shows that financial accountability to donors and stakeholders is an important component for successful and efficient service delivery (Deng *et al.*, 2016). The sources of funding for civil society organizations are no longer reliable and are dependent on socio-political and economic environment. As discussed by Hopkins, the experience with scarce donors, organizations are now realizing the need to build donor relationships with more efforts and resources being used in cultivating existing donors and finding new donors. Richard further in his study aimed to understand the impact of relationship on different types of donors, the study concluded that it is essential to build relationship with new donors for a long-term survival and continue effort in service delivery to communities (Devas, 2014).

Fine (2018) defines dependency in relation to non-profit as the extent to which institutions entirely relied on donors to achieve their organizational objectives. He further explained that the scarce of resources leads to dependency that in turn determines the results of the donors (Fine, 2018). One of the problems that most non-profit organizations encounter is the need to raise funds to fulfill the organization's purpose. Some of these organizations however have established circle of major donors who regularly make large charitable contributions, while other organizations seem to plead with anyone for contribution in any monetary funds. However, the study by Resnick and Van de Walle (2013) on dependency by non-profit organizations and corporate partners findings showed that having funds play a more significant role in achieving organizational objectives than it does for social objectives (Resnick et al., 2013).

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