

Original Research Article

Moderating Influence of Organizational Structure on the Association between Strategic Leadership and Service Delivery in the County Government of Busia, Kenya

Dr. Victor Aliata^{1*}, Titus Wamalwa Simiyu², Cosmus Karisa Katana³¹Senior Lecturer, School of Business, Economics & Humanities, Mama Ngina University College²MBA Scholar, School of Business and Economics, Kibabii University, Kenya³PhD Scholar, School of Business and Economics, Kibabii University, Kenya**Article History**

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Abstract: The controller of budget in his 2019 report identified the issues of inadequate capacity building for staff, inadequate citizen public participation on essential county projects and programs, poor key stakeholder involvement in project decisions and poor project relevance as the major challenges facing the county government of Busia. The County Government of Busia was also faulted for poor absorption of development and recurrent funds at a rate of 48.3% and 58.2% respectively. These disparities could be accredited to poor leadership in the County Government of Busia. The purpose of the study was to determine the moderating influence of organizational structure on the association between strategic leadership and service delivery (SD) in the county government of Busia, Kenya. From the results, when organizational structure was introduced into the model, that is, on the link between strategic leadership and SD in county government of Busia, it reduced the influence of the strategic leadership on SD in county government of Busia. The influence of visionary leadership decreased from $\beta = 0.372$ to $\beta = -0.048$, transactional contingent reward from $\beta = 0.384$ to $\beta = 0.098$ while decentralization from $\beta = 0.368$ to $\beta = -0.004$. The study concluded that organizational structure moderated positively the strategic leadership-service delivery relationship. The study recommends that Busia County government ought to be visionary by developing relevant sustainable development plans, setting clear performance targets and rewards as well as ensure that services meet all residents' needs and expectations. These study findings are helpful in policy formulation Busia County governments, industry practice by county government leadership and will add to existing scholarly works in this area.

Keywords: Organizational Structure, Strategic Leadership, Service Delivery.

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BACKGROUND OF THE STUDY

Transparency International Kenya's national opinion poll on devolution and governance revealed that 53% of citizens were dissatisfied with county governments, with 54% citing lack of progress and 19% pointing to unfulfilled campaign promises as key reasons for their dissatisfaction. The Office of the Controller of Budget's 2016 report also highlighted that some county governments failed to establish Internal Audit Committees, violating the Public Finance Act. Poor performance, including instances of fraud and theft, has been prevalent across counties, reflecting a failure to meet the devolution goals set in the 2010 Constitution. Moreover, imperfect information has negatively

impacted service delivery, as many service users remain unaware of key aspects of service provision, such as the allocation of education funds, which has led to inefficiencies and corruption. Marginalized groups are particularly disadvantaged, often paying higher prices for essential services compared to wealthier populations. Decentralization, a core principle of Kenya's devolution, has been recognized as a means to enhance service delivery, yet challenges persist. Studies show that public participation in decision-making processes is minimal, and citizens are often unaware of priority projects in their counties. While decentralization has proven successful in countries like South Africa and Ethiopia, in Kenya, it has been hampered by corruption and limited citizen involvement. The Controller of Budget Report (2019)

*Corresponding Author: Dr. Victor Aliata

Senior Lecturer, School of Business, Economics & Humanities, Mama Ngina University College

emphasized the lack of public participation in the budgeting and project cycles, with citizens expressing frustration over the lack of transparency in decision-making. Despite these challenges, decentralization has the potential to improve service delivery if governance reforms are more effectively implemented, with better public engagement and resource allocation.

STATEMENT OF THE PROBLEM

From time immemorial, providing public services has been a government responsibility and a significant challenge in many public institutions. This is due to the institutions' leadership focusing on self-gain rather than providing services during service delivery, employee training in the institutions not being effective in improving services to citizens, a lack of adopting better information technology in the institutions, and a lack of finance availability. Throughout the project cycle, there is little evidence of citizen participation in decision-making, and the staff is woefully undertrained. For instance, 76.7 percent of interviewed Busia County residents stated that they are only surprised to see projects coming up and that, as much as they appreciated those projects, they would not prioritize them if given the choice (Info Track Survey, 2019). In the fiscal years 2018/2019, the County Government of Busia was also chastised for spending so much on development projects (73.1 percent) while spending recurrent budgets unequally (26.9 percent), resulting in a budget imbalance (COB Annual Report, 2019). These disparities may be attributed to ineffective leadership in the Busia County Government. A number of studies have been conducted in Kenya to determine how strategic leadership affects service delivery. Mulama (2018) conducted a study to investigate how strategic leadership affects service delivery in Kenyan county governments which found out strategic transformational and transactional leadership would improve service delivery by 68 percent. However, by simply reviewing related previous studies, the study failed to employ quantitative techniques. The study filled this void by employing quantitative data collection techniques such as administering questionnaires and analyzing the collected data. Rigil *et al.*, (2018) conducted a separate study to establish the link between strategic leadership and service delivery among Kenyan County Governments. According to the study findings, transactional contingent reward and decentralized leadership have a negative influence of 56.4 percent on service delivery when compared to works by Mulama (2018) of 56.4 percent on service delivery when compared to works by Mulama (2018). (2018). This contrast was also investigated in the current study. The gaps mentioned here were the impetus for this research.

Objective of the Study

To determine the moderating influence of organizational structure on the association between strategic leadership and service delivery in the County Government of Busia.

THEORETICAL LITERATURE REVIEW

Strategic Leadership Theory

This theory was hypothesized by House and Baetz (1979). Strategic leadership enables leaders to make and re-make reasons behind an organization's existence. As per Kabetu and Iravo (2018), strategic leaders shape the strategic missions and as well as key activities for the plan of action and execution of methodologies which yields vital seriousness or good returns. Various researchers have showed generous enthusiasm for strategic leadership, for example, reflected in works by Bradley and Barrick (2008). This intrigue was featured in the complete treatment of vital administration by Finkelstein, Hambrick and Cannella (2009). Carter and Greer (2013) wonder how a strategic leader influences organizational outputs. Further Ireland and Hitt (1999) saw that strategic leaders make meaning and reason for the organization with an incredible vision affirmation. It is obvious from writing that associations are set up to accomplish certain vital objectives. The leader has the ability to impact authoritative individuals to contribute successfully towards the achievement of pre-decided objectives and destinations.

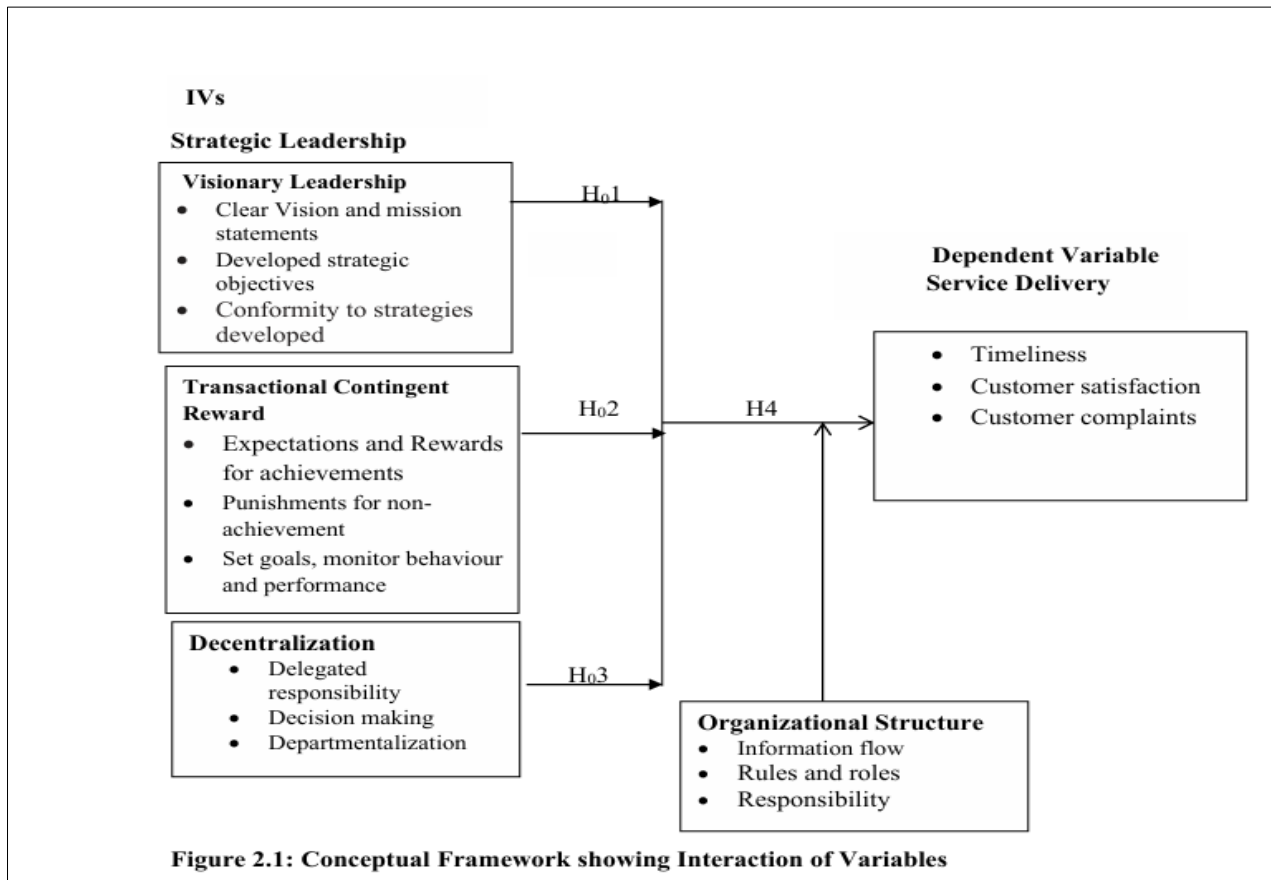
This is additionally affirmed by Awan, Qureshi and Arif (2012) who saw that strategic leadership in NGOs/NFPs prompted improved outputs. Key authorities significant in a wide range of associations. In an audit of strategic leadership in the main decade of the twenty-first century, Hitt, Haynes and Serpa (2010) noticed that various key hierarchical pioneers have neglected to manage natural disturbance. The disappointments in many associations were seen to be because of absence of key authority. In like manner, Kirimi and Minja (2010) saw that associations bomb when the administration neglects to offer their vision for the association to its adherents, have not persuaded supporters why they ought to be enthusiastic, and which they neglect to make representatives faithful to the hierarchical motivation. Experimental audit found that vital authority guides association in manners that bring about the arrangement of a key plan and key crucial. Goffee and Jones (2006) give proof that when chiefs practice vital administration this prompts improved hierarchical execution.

In certification to this contention, Kirimi and Minja (2010) see that strategic leadership is in no question essential to all organizations. Also, Hughes and Beatty (2005), affirm that strategic leadership prompts accomplishment of the destinations of the association. Also Serfontein (2010) hypothesized that the essential objective of a strategic leadership is to increase a superior comprehension of the business conditions, nature and different viewpoints that help recognize future difficulties. Ahmed (2013) declares that key initiative incorporates both the administration and authority capacities where the TMT fill in as accomplices in vital issues. As per Gill (2011) strategic leaders must have the option to build up the association's vision,

crucial, and culture or more all, screen progress and changes in the earth with the end goal of guaranteeing procedures are engaged, important and substantial. Along these lines, this hypothesis is pertinent to this

investigation as it helps in understanding impact of strategic leadership on administration conveyance.

CONCEPTUAL FRAMEWORK



Empirical Literature Review

Marri, Qaiyum, and Alibuhtto (2018) explored the influence of organizational structure on the connection between strategic leadership and outputs, finding that organic structures foster idea generation, while mechanistic structures impact idea execution. Transformational leadership influences idea generation, while transactional leadership affects idea implementation, with relationships moderating these effects. Jaoua (2014) examined the role of strategic leadership in the global outputs of Tunisian SMEs, concluding that leadership's impact is more pronounced in dynamic, uncertain environments. Phipps *et al.*, (2013) found that commitment to goals and a strong atmosphere positively influenced service delivery, with decentralized organizations delivering higher quality services. Zarina (2012) highlighted the correlation between transformational leadership and service delivery, finding that certain dimensions, like individualized consideration, had a significant impact. Hamel (2013) focused on the role of organizational structure in the connection between strategic leadership and hotel performance, identifying structural moderation but not various types of leadership. Maingi *et al.*, (2019) found that strategic planning impacts performance, with

organizational structure partially moderating this relationship, although they did not explore different levels of structure.

RESEARCH METHODOLOGY

The study was descriptive in nature. Descriptive survey design was chosen because of its ability to allow the researcher systematically collect information using questionnaires, collate it, present it, analyze it using SPSS and interpret. The design also helps the Researcher to give description of items the way they are. For sampling, First, the 2,977 of those who participated in the study were categorized using stratified random sampling into ten (10) departments (County Governments Act, 2012). The technique of simple random sampling was used to obtain 353 those who took part in research from 2,977 where every individual had an equivalent possibility of being included in the sample. The sample size was determined using Slovin's formula:

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

This method of sampling is applicable in studies where the sample is selected from a population which is

not homogeneous (Orodho, 2003). Given the population N= 2,977 then the sample size n =2,977/ (1+ (2977*0.05²)) =352.6~353. The sample size of 353 was apportioned as shown in the Table 3.2 using proportionate sampling technique. This technique was utilized when the populace is made out of several subgroups that are inexplicably unique in number. The SPSS version 24.0 was used to analyze statistics both descriptively and inferentially. Percentages and frequencies formed part of the descriptive analysis for demographic information. SDs, variances and mean were engaged through all variables. Multiple regression analysis and correlation formed part of the inferential statistics.

Regression model: $\beta_1 X_1$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + N + \epsilon \dots \dots \dots \text{Eq 1}$$

Where:

Y represents SD

N= Organizational Structure

β_0 represents Constant

X_1 represents visionary leadership

X_2 represents transactional contingent reward

X_3 Decentralization

ϵ represents Error Term

$\beta_1, \beta_2, \beta_3$ represent Regression coefficients of independent variables

RESEARCH FINDINGS AND DISCUSSION

A total of 353 questionnaires were distributed to those who took part in research and 338 questionnaires were returned yielding 95.75 % response rate which was commendable based on the recommendations by Babbie (2004).

Table 1: Moderated Results of Organizational Structure on the Relationship between Strategic Leadership and Service Delivery

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.843 ^a	0.710	0.708	0.55934	0.710	272.812	3	334	0.000
2	0.986 ^b	0.971	0.971	0.17574	0.261	3050.511	1	333	0.000
1. Predictors: (Constant), OBJ1, OBJ2, OBJ3									
2. Predictors: (Constant), OBJ2, OBJ1, OBJ3, Interaction Term (X*N- Organizational Structure)									
Dependent Variable: Service Delivery									

1. Visionary leadership (OBJ1), Transactional Contingent Reward (OBJ2) and Decentralization (OBJ3) (Unmoderated Model)
2. Visionary leadership (OBJ1), Transactional Contingent Reward (OBJ2) and Decentralization (OBJ3) and Organizational Structure - Interaction Term (Moderated Model)

This objective was realised when the means of strategic leadership variables and organizational structure were regressed against the mean of SD. Its hypothesis was: H₀₄ Organizational structure has no significant influence on the relationship between strategic leadership and SD in the county government of Busia.

Unmoderated results in Model 1 are as shown in the Table 1. Results illustrated that strategic leadership variables, that is, visionary leadership, transactional contingent reward and decentralization contributed positively and significantly (p<0.05) to SD in county government of Busia and accounted for 71.0% variation in employee performance (R²=0.710) and F change (3,334) = 272.812, p<0.000. Thus, the model was fit to

predict SD using strategic leadership variables. Introduction of the interaction term, organizational structure to the model 2 was found to explain 97.1% of variations in SD in county government of Busia with R square change of 2.6% (0.261), F change (1,333) = 3050.511, p<0.00}. Results illustrated that there was a statistically significant and positive moderating influence of organizational structure on the link between strategic leadership and SD in county government of Busia. These results implied that if OC of the county government of Busia could be enhanced in addition to the prevailing strategic leadership variables (visionary leadership, transactional contingent reward and decentralization), then SD in county government of Busia, would drastically improve.

Table 2: Moderated Results of Organizational Structure on the Relationship between Strategic Leadership and Service Delivery

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.164	0.147		1.117	0.265
	OBJ1	0.372	0.061	0.305	6.097	0.000
	OBJ2	0.384	0.048	0.309	7.951	0.000
	OBJ3	0.368	0.056	0.336	6.562	0.000
2	(Constant)	0.039	0.046		.843	0.400
	OBJ1	-0.048	0.021	-0.040	-2.345	0.020
	OBJ2	0.098	0.016	0.079	6.130	0.000
	OBJ3	-0.004	0.019	-0.003	-.200	0.842
	Interaction Term	0.965	0.017	0.964	55.231	0.000
1. Predictors: (Constant), OBJ1, OBJ2, OBJ3						
2. Predictors: (Constant), OBJ2, OBJ1, OBJ3, Interaction Term (X*N- Organizational Structure)						
Dependent Variable: Service Delivery						

1. Visionary leadership (OBJ1), Transactional Contingent Reward (OBJ2) and Decentralization (OBJ3) (Unmoderated Model)
2. Visionary leadership (OBJ1), Transactional Contingent Reward (OBJ2) and Decentralization (OBJ3) and Organizational Structure - Interaction Term (Moderated Model)

Regression unmoderated results in Table 2 in Model 1, indicated that the overall strategic leadership had a significant ($p \leq 0.05$) and positive influence on SD in county government of Busia on the model: visionary leadership ($\beta = 0.372$, $t = 6.097$, $p = 0.00$); transactional contingent reward: $\beta = 0.384$, $t = 7.951$, $p = 0.00$); decentralization: $\beta = 0.368$, $t = 6.562$, $p = 0.00$). The model equation is as illustrated below:

$$Y = 0.164 + 0.372X_1 + 0.384X_2 + 0.368X_3 \dots \dots \dots \text{Eq.2}$$

For the moderated results in Model 2, when organizational structure was introduced into the model, that is, on the link between strategic leadership and SD in CoG of Busia, it reduced the influence of the strategic leadership on SD in CoG of Busia. For examples, the influence of visionary leadership decreased from $\beta = 0.372$ to $\beta = -0.048$, transactional contingent reward from $\beta = 0.384$ to $\beta = 0.098$ while decentralization from $\beta = 0.368$ to $\beta = -0.004$.

The test model is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X*N + \epsilon$$

Y = Accumulated average score for SD

β = beta, the coefficient of the independent variable and moderating variable

N = organizational structure

X_1 = Average score for visionary leadership

X_2 = Average score for transactional contingent reward

X_3 = Average score for decentralization

X_4 = Average for Interaction (strategic leadership/SD*organizational structure)

ϵ = error term

The above equation becomes:

$$Y = 0.039 - 0.048X_1 + 0.098X_2 - 0.052X_3 - 0.004X*N \dots \dots \text{Eq. 3}$$

This implied that when the organizational structure is boosted in additional to the prevailing strategic leadership, there would be an increase in SD and vice versa. Therefore, the fourth hypothesis, H_04 , which stated that organizational structure has no significant influence on the relationship between strategic leadership and SD in the CG of Busia, was rejected. The null hypothesis was rejected since the p-value was $p \leq 0.05$ and there was a statistically significant ($p \leq 0.05$).

In the model using hierarchical multiple regression analysis, the variables for the predictor variable, which is strategic leadership and the moderator variable which is organizational structure were entered. Finally, the interaction term, which is the product of the predictor and moderator variable were entered in the model. The model used was a hierarchical multiple regression analysis with service delivery as the outcome variable.

Table 3: Model Summary Results on the Moderating Role of Organizational Structure on the Relationship between Strategic Leadership Practices and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.761 ^a	.579	.578	.67230	.579	461.718	1	336	.000
2	.820 ^b	.673	.671	.59342	.094	96.262	1	335	.000
3	.843 ^c	.710	.708	.55934	.037	43.060	1	334	.000
4	.986 ^d	.971	.971	.17574	.261	3050.511	1	333	.000
a. Predictors: (Constant), Visionary leadership									
b. Predictors: (Constant), Visionary leadership, Transactional Contingent Reward									
c. Predictors: (Constant), Visionary leadership, Transactional Contingent Reward, Decentralization									
d. Predictors: (Constant), Visionary leadership, Transactional Contingent Reward, Decentralization, Interaction Term									

The findings on the moderation analysis are presented in Table 3. To test the hypothesis that organizational structure does not significantly moderate the link of strategic leadership and service delivery, a hierarchical multiple regression analysis was conducted. In the first step visionary leadership was entered into the model. The findings indicate that visionary accounted for a significant amount of variance in service delivery, $\Delta R^2 = 0.579$, $\Delta F(1,336) = 461.718$, $p = 0.000$. This implied

that out of 100%, visionary leadership accounted for 57.9% variance in service delivery.

In addition, an examination of the model coefficients indicates that visionary leadership strongly and significantly contributed to better service delivery, $\beta = 0.927$ $beta = 0.761$, $t = 21.488$, $p = 0.000$ in Table 4. This implied that for one unit change in strategic leadership, service delivery improves by 0.927 units. This meant that visionary leadership should be improved or enhanced in totality to improve service delivery.

Table 4: Coefficients Results on the Moderating Role of Organizational Structure on the Relationship between Strategic Leadership Practices and Service Delivery

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.994	.146		6.833	.000
	OBJ1	.927	.043	.761	21.488	.000
2	(Constant)	.129	.156		.825	.410
	OBJ1	.642	.048	.527	13.391	.000
	OBJ2	.479	.049	.386	9.811	.000
3	(Constant)	.164	.147		1.117	.265
	OBJ1	.372	.061	.305	6.097	.000
	OBJ2	.384	.048	.309	7.951	.000
	OBJ3	.368	.056	.336	6.562	.000
4	(Constant)	.039	.046		.843	.400
	OBJ1	-.048	.021	-.040	-2.345	.020
	OBJ2	.098	.016	.079	6.130	.000
	OBJ3	-.004	.019	-.003	-.200	.842
	Interaction Term	.965	.017	.964	55.231	.000
a. Dependent Variable: Service						

1. Visionary leadership (OBJ1), Transactional Contingent Reward (OBJ2) and Decentralization (OBJ3) (Unmoderated Model)

In Model 4, organizational structure was added to the model. The findings indicate that organizational structure accounted for a significant variance in service delivery ($p = 0.000$) with R-Square change of 26.1% (0.261). Addition of the interaction term (moderating variable) to the model, the variable reduces the effect of the variables of strategic leadership practices (visionary leadership, transactional contingent reward and decentralization) on the service delivery, though the relationship was found significant. For example, in

reference to Model 4 in comparison with Model 3 (coefficients), on visionary leadership there was a shift from $\beta = 0.372$ to $\beta = -0.048$, transactional contingent reward shifts from $\beta = 0.384$ to $\beta = 0.098$ while decentralization from $\beta = 0.368$ to $\beta = -0.004$. This implied that the moderator variable is a significant contributor to service delivery.

These findings are partially in line with previous findings such as Kyalo, Kimeli and Evans

(2017), Shimengah (2018), Mugambi (2013) and others on service delivery, strategic leadership and organizational structure. However, most of these studies merely look out on the bivariate relationship among these variously but does not clearly show moderation role of organizational structure. These study findings have therefore shown that there is a positive moderation, revealing a new knowledge that the effect of strategic leadership on service delivery could much more be beneficial and better if organizational structure was improved as well.

CONCLUSION

The study concluded that organizational structure moderated positively the strategic leadership-service delivery relationship.

Recommendations

The study recommends that Busia County government ought to be visionary by developing relevant sustainable development plans, setting clear performance targets and rewards as well as ensure that services meet all residents' needs and expectations.

Conflict of Interest Declaration

The author declares that there exists no conflict of interest concerning this publication. High ethical standards were observed in the course of the whole research.

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