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Influence of consensus orientation practices on performance of county governments in Kenya

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ABSTRACT

The devolved system of governance was adopted to ensure development in all regions and effectiveness in service delivery for all Kenyans. The purpose of the study was to evaluate the consensus orientation practices on the performance of county governments in Kenya. The study used a descriptive and explanatory cross-sectional survey method. The unit of analysis was the county government. The counties in which data was collected helped in the generalization of findings to all the Kenyan 47 counties. For this study, a sample of 354 was arrived at. A simple random sampling method was adopted for selecting the respondents. The study used a questionnaire for the collection of primary data. Data analysis was done with the help of a statistical analysis program. Frequencies and descriptive statistics were obtained for the study's variables and this information was presented in graphs and frequency tables. Inferential statistics included regression analysis that was used to test the significance between dependent and the independent variables. The researcher observed respondents' rights to privacy and safety. The study established that consensus orientation had a significant influence on the performance of county governments in Kenya and concluded that consensus orientation influences the performance of county governments in Kenya. The study recommends that Governors need to sensitize county directors to work in consultation with other stakeholders to ensure that all feel part of the developmental agenda for the county. There is a need for county governments to set effective regulations through the Public Procurement Regulatory Authority to regulate and shape the county's procurement procedures.

Introduction

This study aims to evaluate the effects of corporate governance on performance of county governments in Kenya. In developing countries where there are fewer resources, the governments have a challenge of providing and improving service delivery to their citizens in the most effective and efficient way. To enhance devolution, counties in Kenya have adopted corporate governance practices to ensure public funds are managed with accountability to spur development. Governance defines roles, responsibilities and accountability within an organization according to Dunphy, Griffiths and Benn (2013). Governance according to Sisulu (2012) is the act of establishing policies, through continuous monitoring of proper implementation, by the executive in power of the governing body of an organization. Corporate governance, according to Mankins and Rogers (2010), is operationalized as the means of human development that is achieved from managing of social and economic resources by empowering others.

In the current political pluralism, corporate governance has been of critical importance (Reenen, 2011). It is an essential and crucial factor that is mainly used in maintenance of an active balance between equality in society and the need for order (Boyd, 2015). Other elements that come handy with corporate governance include: having and maintaining a corporate framework that is well organized that allows citizens to make a contribution and come up with creative means for solving existing challenges, use of power that is

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accountable and maintaining and protecting human freedom and rights according to the law (Clarkson, 2015). Good governance has eight elements or characteristics, according to Tauringana and Chamisa (2014). The characteristics include transparency, participation, rule of law, accountability, being responsive, effective and efficient, consensus oriented and inclusiveness. This means that corporate governance should have a regulatory body guided by the rule of law where it has fair legal frameworks that protect stakeholders fully. Second is transparency, where information is supposed to be provided in easily understandable media forms. The information pertaining to the institution should be directly and freely accessible to those impacted by governance practices and policies.Third is responsiveness, where governance requires that the organizational design and processes be designed for the best interests of all stakeholders within a manageable timeframe. Consensus orientation is the fourth element. To reach a broad consensus, consultation is required from all the stakeholders. This consensus ensures prudent and sustainability of planned processes within an organisation. The fifth element is inclusiveness. Institutions that ensure fairness and guide their stakeholders in decision-making have a high chance of maintaining and enhancing effective corporate governance. The sixth element is effectiveness and efficiency, which is the end result of any organisation's goal (Karamanou and Vafeas, 2015).

In public sectors or organizations owned by the government, poor governance standards have negatively impacted the economy; a case in point is the financial crisis of the East Asian countries (CMA, 2016). Due to the fact that sole proprietors and the greatest shareholders dominate control in Asia, corporations have a tendency of following the 'insider' model (Mankins and Rogers, 2015). For example, in Malaysia and Asian countries, the wearing down of shareholder confidence was found to be one of the main aspects that worsened the financial crisis. Majority of the analysts, for example Punch (2016); Cubbin and Leech (2016) and; Johnson and Mitton (2013) indicated that the wearing down of shareholder's confidence in Malaysia was as a result of the state's poor governance principles and a public funds management policy without transparency. A report by World Bank (2012) shows that the adoption of corporate Governance by Nigeria and Ethiopia became a relevant issue due to its great impact on the growth and development of those countries.Good governance creates the conditions in which managers and service providers are more likely to exercise leadership in health services organization. When managers and service providers are empowered, they deal with change effectively, seek and create opportunities, provide a vision, motivate, inspire, and energize people and develop more leaders like them. Good governance provides purpose, resources, and accountability in support of management, enabling organizations to achieve strategic objectives (Kibua and Mwabu, 2016). One's ownership, commitment, level of empowerment, power of imitativeness, level of professionalism, motivation levels and morale are what great organizational autonomy is comprised of (Hubbard, Samuel and Heaps, 2014). Counties have been introduced in developing nations in Africa to ensure that development of the economy is brought closer to the citizens and to ensure they benefit from the government's services (Walls, Berrone and Phan, 2012). East African counties also help the countries to refrain from misuse of the power and resources by the national government. In countries where devolution has been successful, development has increased as compared with those, which are yet to introduce the county government (Boyd, 2015).

The new Kenyan governance system, which is the county government has been empathized and structured to enhance citizen participation in governance (Wafula, 2013). Most of the county governments have facilitated the sharing of vision between people in governance positions and citizens of that particular county (Thompson & Martin, 2015). The county government has improved the societal confidence of many of its citizens that are part of the governance process (RoK, 2015). In the spirit of devolution, the Kenyan constitution (COK 2010) has allocated 25% of the total revenue to the development of the counties, which has been assigned, to the governors who are the county managers (KIPPRA, 2015). Kenya's historical over-concentration of power in one center resulted in underdevelopment and marginalization characterized by unequal access to state resources and services by all the regions and communities in Kenya (World Bank, 2015). Through the years, development and access to public services have been mired mainly by poor governance policies manifesting themselves in patronage, accountability in public expenditure, participatory governance, lack of transparency and lack of democratic (Ntoiti, 2013). To check on manifestations of bad governance, through the Constitutional review process, it was appropriate then for Kenyan to change the design, structure and system of governance from a centralized one to a devolved one, where power and resources are shared between National and County Governments (Finkelstein and Hambrick, 2015). Devolution enhances service delivery and development at the County level by bringing resources close to the people and enhancing the right to self-governance. Good governance therefore, is recognized as an essential element of devolution (Ahmed, 2016). Kenyans were excited that decentralization of governance from the national level to the County level would lead to good governance through equitable distribution of development projects, opportunities, increased oversight on expenditure and regular public participation in decision making. This was thus aimed to reduce corruption among other factors (Copeland, 2015). To avoid the mistakes of the past and insulate devolution from bad governance, the Constitution of Kenya 2010 made very elaborate good governance provisions to ensure openness in the running of public affairs relating to accountable exercise of power, separation of powers, integrity, public finance and oversight (KPMG, 2017). To operationalize them, Parliament enacted several pieces of legislation to give full effect to the Constitutional provisions. The Leadership and Integrity Act 2012, Public Finance Act 2012, Public Officer Ethics Act 2003 and County Government Act 2012 which provide a strong legal framework on good governance in Kenya at the County level (World Bank, 2015). They have specific provisions to ensure inter alia accountability and transparency, high levels of integrity for public officials, consultation and public participation, and institutions and structures to support implementation of decisions. It is, however, important to note that besides the efforts made to ensure good governance in devolved system of government in Kenya, the system has not identified the necessary factors that promote good governance in the counties. The county governments have continued to experience challenges, which have derailed their public performance and administrative operations (Mwongozo, 2017). Governance in the counties is based on a comprehensive understanding of the county's operations (Mankins and

Rogers, 2015). This includes having an understanding of responsibilities, roles and clarified accountability. This requires organization-wide knowledge, which is delivered by a business process-based approach (Ntoiti, 2013). The approach to governance provides stakeholders with a clear understanding of the structures thus enhancing a manager's competent views on how to run the counties. Governance thus offers an added advantage on employee action, counties accounting variables, impacts of new projects and other important factors.

Major strategic decisions concerning corporate resources allocation and utilization are the very investments basis that can result in sustainable performance and development (Ngumi, 2016). These strategic decisions regarding corporate governance are inclusiveness, effective regulatory body and consensus orientation, and the extent of stakeholder's participation in the county's endeavors (Okwiri, 2016). Okiiya, Kisiangani and Oparanya (2015) posit that for a country to have the capacity to achieve sustainable prosperity, there is need to have measures that will ensure public funds are well managed.

The reviewed studies did not address the existing link between corporate governance and performance and how corporate governance in Kenya's county governments affected performance. Performance was found to be affected by corporate governance according to local studies done but their focus was on private firms and public owned corporations. A study by Wafula (2013) established that the local authorities which were in charge of governance at the local level had failed to offer quality services to their citizens since they did not have appropriate consensus orientation practices. The above aspects had a significant connection with the performance of the county governments. Gitari (2015), using the New KCC as a case study, sought to investigate if there is any association between financial performance and corporate governance. According to the research findings, the Board of KCC made use of inclusiveness of good corporate governance. Besides, there is little, if any, research done on how performance was affected by corporate governance of county governments in Kenya exposing an empirical gap, which this study also aimed to address. The research goal was to fill the current knowledge gaps identified in the performance of county governments. The general objective of the study was to assess the influence of consensus orientation practices on performance of county governments in Kenya.

Literature Review

Consensus orientation practices are concerned with the obligations and duties of an organization's top managerial staff to effectively govern the public organization, and the connection they have with the shareholders and all groups of stakeholders. It is additionally characterized as a procedure where the shareholders convince the administration to work to their greatest benefit, providing a notion of speculation certainty that is important to ensure the adequacy of the capital market (Boeker, 2014).

Generally, consensus orientation practices are said to own critical ramifications for the development goals of every public organization on the grounds that appropriate corporate governance rehearses decrease chance for public socio-economic development and growth specialists, pull in speculation capital and enhance performance of organizations. According to Gabrielsson (2011), by ensuring guaranteed corporate responsibility, ensuring that management information is well upgraded and continuous upgrading of products in capital markets are the best ways to ensure effective practices of good corporate governance. There is no internationally acknowledged arrangement of corporate governance rules that is connected to board sizes as they rely on commercial rehearses and the legitimate, administrative and financial condition. Though, the Salkind (2015) considered consensus orientation practices in corporate governance as a critical corporate governance instrument, which would bring about enhanced performance. The third pillar of corporate governance contains consensus orientation practices which is a central pillar that requires the management to exercise agreements that ensure all resources can be accounted for (Klapper and Love, 2014). All members and stakeholders are protected through the all-inclusive approach, which also recognizes their rights. Competence, diligence, honesty, faithfulness and transparency are the factors that assist in exercising of stewardship on the resources that are entrusted upon the management are key when ensuring public disclosure of information. Having the appropriate skills and being competent helps those entrusted with enhancing the firm performance to be able to manage the resources in a reasonable way without misusing or mishandling so that the company can realize its goals. The company can only retain its sustainability by how serious it undertakes its management of the resources given to them (Jensen, 2013). According to Mangena and Tauringana (2015) to enhance public sector performance there is need for consensus-oriented practices. To have an effective service delivery county government there is need to have consensus oriented practices elements of the employees who are skilled and competent, operate with fairness and ensure public disclosure and transparency with the employees circle and the public.

Skills and competencies of employees are vital in ensuring performance of county government. According to Caplan (2014) measures of effective skills and competencies can be measured by if the county government management through the County Executive Committee (CEC) has resulted in fair and equitable funds-use resulting to a decrease in the risk of fraudulent exercises, County directors work in consultation with other stakeholders and if the employees plays a valuable role in the implementation of the county strategic plan. In ensuring fairness in public sector there is need for county administrators to adopt good governance practices that include; recognizing and protecting the rights of all residents and stakeholders and ensuring funds use information is displayed publicly for all to access and question where need be. It is also important for managers to involve non-supervisory level employees through practices that offer a better understanding of the county performance mission (Vafeas and Theodorou, 2017). Public disclosure and transparency is an act of good governance that ensures government entities performance according to Mwirichia (2013). Public disclosure and transparency should be through workforce working together to promote increased commitment from all stakeholders, the management/authority communicating what they feels should be prioritized to their subordinates, ensuring that the public understand the county's priorities and high involvement at all work levels that leads to greater individual efficiency thus, greater overall performance. The corporate governance procedure ought to guarantee that opportune and exact divulgence created on every physical matter related to the partnership, as well as the budgetary, financial management, possession and governance of the organization (Mullins, 2015). An organization information revelation that comprises of corporate performance divulgence and financial bookkeeping exposure is the foremost way that organizations end up noticeably straightforward to all stakeholders (Barcan, 2013). The divulgence and transparency ought to demonstrate that the presence of approaches and directions are in accordance with the laws and a controls identifying with the organization and the way of the business (Berghe and Levrau, 2014). In this way, transparency and exposure are huge and central elements of corporate governance rehearses, which implies that great divulgence is one of the practices that enhance good corporate governance. This is on account of the market may assume extra genuine data irregularity issues if an association has poor data exposure and transparency practices.

Mallette and Fowler (2012) findings show that in organizations that embrace transparency and improved disclosure, the lower the information irregularity between the company's stakeholders and the administration. These outcomes show that firms with low transparency and disclosure are not of much value as compared to companies with greater transparency and disclosure. Strong governance practices are created by both advanced transparency and disclosure, which eventually result to sustainable performance (Sun and Kirkbride, 2014). They continued to indicate that there is positive connection that exists between performance and corporate disclosure actions. Transparency is a very vital factor in establishing corporate performance; therefore corporate transparency has a positive link with the sustainable performance of a firm (Lins and Miller, 2014). According to Ellstrand (2016), in practice, employee skills and competence is one of the key factors of corporate governance. Moreover, a great structure of corporate governance needs great levels of disclosure of financial information to decrease information irregularity between all groups and to make sure corporate insiders are responsible for their activities (Ingley and Walt, 2018). All issues involving the organization ought to be provided accurately including the funds management, financial condition, proprietorship and administration of the company. According to Hanousek and Svejnar (2014), physical data ought to be tabled on members governing body and main employees. External tabling of material data, for example, related-party exchanges, audit reports and insider exchanges is a component of an all-around administrated firm (Glaeser, Johnson and Shleifer, 2014). According to Gaur and Delios (2016) fairness, accountability and the nature of information given by firms are relied upon to show a positive connection with their performance, one reason being that great performers are more eager to produce information. Additionally, most recent studies (Cannella, 2014) stress on the responsibility of information in connection to productive capital allocation and development. A few ascribes are utilized to show the nature of exposure. The number of examiners' remarks in the yearly report is considered contrarily related with information quality and henceforth adversely associated with firm performance. The quantity of changes in bookkeeping approach in the course of recent years can as well be seen as obscuring accounting numbers, henceforth encouraging record controls. Indeed, Larcker (2016) explain that the energy of profit in clarifying stock returns is weaker for firms with salary improving accounting changes. They additionally find that adjustments in accounting strategy with salary increase have negatively affected the company's resulting stock returns.

In difference, the nature of administrations through the procedure of corporate governance ought to mirror the association's regard for its stakeholder. Specifically, the time of reporting and stakeholders' meetings held outside the most thought dates can be taken as proof of the association concern for its management specialists, which is then thought to be connected with the company's sustainable performance. Without a doubt, Nash (2015) found that the arrival of income sooner than anticipated is related with more prominent returns. Westphal (2011) demonstrate that the stock instability of firms with early reporting is also essentially higher contrasted than firms with late reporting. These discoveries suggest that employee skills and competencies, fairness in duty execution as well as public disclosure and transparency in the operations can thus measure timely process. Evidence of the relationship of consensus orientation practices on performance is as presented by scholars in the next paragraphs in this section. According to Hair, Black, Babin, Anderson and Tatham (2016) consensus orientation practices are the underlying principles, which show themselves in the different activities and the general direction taken by a firm. They help create the behaviour necessary for the achievement of better results. According to Green (2015), consensus orientation practice is enhanced through public practice. This is where learning is transmitted through participation by the community and not just through linear transactions. The idea of situated learning redefines learning from the acquisition of propositional knowledge to co-participation, interactions and other group processes in a community. According to Gaventa and Gregory (2013) the idea of consensus orientation practice facilitates concept-led learning. This is key to the creation of professional knowledge. Consequently, the professional group promotes a higher order of thinking across the different constellations of practice where uncertainty is valued thus leading to creation of new knowledge and practices. Effective boards operate as a unit and must have the ability to think and learn together as a team. Effective boards operate as self-responsible teams that maintain a group culture, which supports their work. The quality and effectiveness of the board's teamwork will depend on the level of trust within the group. Finch (2015) notes that consensus orientation practices are just a reflection of how some firms operate to ensure they achieve the desired performance. A study by Eversole and Martin (2015) shows that consensus orientation practices by management or board performance is not as a result of board structures alone but also the direct behavior and teamwork both inside and outside the boardroom. Consensus orientation practice by the management encourages both interaction and teamwork by promoting diverse interpretations. It also promotes different values, which bring behaviour that challenges each member's opinion thus giving forth to an alternative approach. While the management comprising of members of different backgrounds engages in debate about the organization's objectives, consensus orientation practices help reduce conflict in an organization. In most situations, team performance exceeds that of an average individual though not necessarily that of an expert. Dalehite (2014) notes that consensus orientation practice is an elusive phenomenon. The study shows that firms employ resources so as to attain their objectives.

Research and Methodology

This study adopted a positivist research philosophy. Both explanatory and descriptive cross-sectional survey design were used. Basis for explanatory design is that through probability sampling biasing is reduced as well as increase in the data collected reliability. Descriptive cross-sectional survey design helps explain and establish association among the variables.

The unit of analysis was the 47 county governments in Kenya and the unit of observation was 3,058 county officials who included; Governors, Deputy Governors, County Ministers, County Secretaries, Deputy County Secretaries and Members of County Assembly (MCAs). A sample of 354 was arrived at for this study. The study adopted stratified random sampling for the counties so as to have a representative sample. The strata arrived was 5 Governors, 5 Deputy Governors, 75 County ministers, 5 County secretaries, 5 Deputy County secretaries and 257 MCAs.

Questionnaires were used in data collection of the study, which were distributed to staff members in the county as study participants. The study used drop and pick later method with a time lapse of two weeks for responding. The exercise was conducted between 1 to 2pm as well as 4 to 6 pm - the day's regular break times. The researcher expected the data collection exercise took one-month period so as to get the required information. Cleaning of the data was then done that involved checking of errors. To facilitate data entry, the collected questionnaires were indexed and content coded. A statistical analysis programme was used in the analysis of the data. Frequencies and descriptive statistics were done for all variables and the data obtained presented in tables and graphs in frequency form. Descriptive and inferential statistics was used. The model of data analysis in this research is as follows

$$Y = a + b_1X_1 + e$$

Where **Y** is Performance of county governments; $\mathbf{X_1}$ is Consensus Orientation and **e** is the Error term

Results and Discussions

Response rate

The researcher administered questionnaires to the sample target population of 354 respondents. Out of the administered questionnaires, 278 were completely filled out. This gave a return rate of 78.5%. Therefore, this return rate was significant as per Ndegwa (2016) suggestions that for collected data to be analyzed, the return rate should be 50% or more.

Table 1: Response rate

Group	Sample	Response	Response Rate (%)
Governors	5	3	60.0
Deputy Governors	5	2	40.0
County ministers	75	62	82.7
County secretaries	5	3	60.0
Deputy County secretaries	5	2	40.0
MCAs	257	206	80.2
Total	**354**	**278**	**78.5**

Source: Authors

Reliability Analysis

The Cronbach's Alpha (α), an internal consistency measure, was used for reliability analysis. As per Cooper and Schindler (2013), minimum Alpha value of 0.7 is used as a benchmark for establishing the reliability of the variables. The study results indicated that Inclusiveness (α = 0.900), Regulatory bodies (α = 0.863), Consensus orientation (α = 0.912), Stakeholders Participation (α = 0.710), Political Environment (α = 0.703) and Performance (α = 0.733) were all reliable since their Cronbach's Alpha values exceeded 0.7.

Table 2: Reliability analysis

	Cronbach's Alpha (α)	N of Items
Consensus orientation	.912	10
Performance	.733	38

Source: Authors

Descriptive statistics

As per the study results, there was a strong agreement among the participants with the fact that their input played an important part in the implementation of the county's strategic plan as indicated by a mean of 4.701 and that their governor communicates what he/she feels should be prioritized to his/her subordinates as represented by an average of 4.630. They were also in agreement that they ensure that the public understands the county's priorities as shown by a mean of 4.439; that the county appreciates and guards the rights of all residents and stakeholders as expressed by a mean of 4.414; that county workforce works together to promote increased commitment from all stakeholders as illustrated by a mean of 4.396; that as a county, they have realized that high involvement at all work levels lead to greater individual efficiency thus, greater overall performance as indicated by an average of 4.371.

The respondents also agreed that county directors work in consultation with other stakeholders as shown by a mean of 4.327; that funds use information is displayed publicly for all to access as indicated by a mean of 4.065 and that managers, through practices that offer a better understanding of the county performance mission, involved non-supervisory level employees as illustrated by an average of 3.763. They also disagreed that the county government management through the County Executive Committee (CEC) has resulted in fair and equitable funds-use resulting to a decrease in the risk of fraudulent exercises as shown by 2.403. Nevertheless, there was a growing consensus that the respondents' input plays an important part as the county implemented its strategic plan.

Table 3: Statements on consensus orientation

	Mean	Std. Dev.	COV	Rank of COV
The county appreciates and guards the rights of all residents and stakeholders	4.414	1.001	0.227	9
Funds use information is displayed publicly for all to access	4.065	0.713	0.175	8
The county government management through the County Executive Committee (CEC) has resulted in fair and equitable funds-use resulting to a decrease in the risk of fraudulent exercises	2.403	0.554	0.230	10
County directors work in consultation with other stakeholders	4.327	0.628	0.145	5
County workforce work together to promote increased commitment from all stakeholders	4.396	0.590	0.134	3
Our governor communicates what he feels should be prioritized to his/her subordinates	4.630	0.703	0.152	6
My input plays a valuable role the implementation of the county strategic plan	4.701	0.564	0.120	1
As a county, we have realized that high involvement at all work levels lead to greater individual efficiency thus, greater overall performance	4.371	0.621	0.142	4
Managers involve non-supervisory level employees through practices that offer a better understanding of the county performance mission	3.763	0.648	0.172	7
We ensure that the public understand the county's priorities	4.439	0.539	0.121	2

Source: Authors

Inferential statistics

Correlation analysis

As per the findings, the study shows that performance of county governments in Kenya and the consensus orientation have a strong, positive and significant correlation amongst themselves as shown by a coefficient of 0.654, p=0.00.

Table 4: Correlation Matrix

		Performance	Consensus Orientation
Performance	r	1	
	Sig. (2-tailed)	-	
Consensus Orientation	r	.654**	1
	Sig. (2-tailed)	.000	-

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

Regression Analysis

The third hypothesis that the researcher tested was "Consensus orientation practices have no significant influence on performance of county governments in Kenya". From Table 4, adjusted R square was 0.425 meaning 42.5% of Kenya's county governments' performance variation is explained by consensus orientation.

Table 5: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654[a]	.427	.425	5.73432

a. Predictors: (Constant), Consensus orientation
Source: Authors

The probability value of 0.000 (<0.05) showed that the model was highly significant in explaining how consensus orientation influenced the performance of Kenya's county governments. Given that The F calculated = 205.899 was > F-critical (3.89), this was further evidence of the significance of the overall model.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6770.480	1	6770.480	205.899	.000[b]
	Residual	9075.563	276	32.882		
	Total	15846.043	277			

a. Dependent Variable: Performance
b. Predictors: (Constant), Consensus orientation
Source: Authors

The regression equation obtained from this outcome was: -

Performance = 59.335 + 2.151Consensus Orientation+ e………………equation (3)

The findings revealed that if consensus orientation was held constant at zero, then the performance of county governments in Kenya will be 59.335 which is significant since p=0.000 is less than 0.05. The study further showed that a unit change in consensus orientation leads to 2.151 units change in performance of county governments in Kenya. As such, the null hypothesis three was rejected. The study concludes consensus orientation significantly influences county governments' performance in Kenya.

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	59.335	6.231		9.522	.000
	Consensus orientation	2.151	.150	.654	14.349	.000

a. Dependent Variable: Performance
Source: Authors

Diagnostic tests for regression assumptions

Presentation of the assumptions of regression tested through diagnostic tests will be done under this section. These tests include Normality test, test for multicollinearity, homogeneity test, autocorrelation test and linearity test.

Test for multicollinearity

The collinearity statistics were used in this study to check whether the independent variables were sufficiently related to shows considerable causal relationship. Based on the coefficients output, consensus orientation had a VIF value of 4.351. The VIF values were less than ten (10) implying that there were no Multicollinearity symptoms.

Table 8: Collinearity statistics

	Collinearity Statistics	
	Tolerance	VIF
Consensus orientation	.230	4.351

Source: Authors

Homogeneity test

This was determined using homogeneity of variances test by Levene. The test by Levene indicates existence or absence of similarity in variance between dependent and independent variables. It is therefore an evaluation of whether the spread of the scores as reflected in the variables' variance is closely the same (Bryk*et al*, 1988). If the Levene's test is significant ($p \leq .05$), the two variances are significantly different. For $p \geq .05$, in this test, the two variances are said not to be significantly different (i.e., the variances between the data groups are similar) (Gastwirth*et al*., 2009). The Levene's significances, as presented in Table 4.56, were: Inclusiveness (p = .079), Regulatory Bodies (p = .733), Consensus orientation (p = .116), Stakeholder participation (p = .194), and Political Environment (p = .063).

Table 8: Levene Statistic

Variables	Levene Statistic	df1	df2	Sig.
Consensus orientation	8.440	7	147	.116

Source: Authors

Autocorrelation test

Serial correlation is when the errors are correlated with one another. To test for this, Durbin-Watson test, which is shown in the regression output of the model, was used. As per this test expressed in Table 4.56, the value of Durbin--Watson for the model is 1.431, which is far from 2. Thus, the null hypotheses were rejected for the model so there is a problem of autocorrelation.

Table 10: Model summary[b]

Model	**Durbin-Watson**
1	1.431[a]

Source: Authors

Conclusions

The study further concluded that consensus orientation influenced performance of county governments in Kenya. This was as a result of county officials input playing a valuable role in implementation of the county's strategic plan and the Governor communicating priorities to his/her subordinates. It was also as a result of counties being able to ensure that the public understand the county's priorities, recognizing and protecting the rights of all residents and stakeholders and county's workforce working together to promote increased commitment from all stakeholders. It was also as a result of the fact that county directors work in consultation with other stakeholders and ensure that funds use information is displayed publicly for all to access.

The study found that consensus orientation affect the performance of county government significantly. The study also recommends complete implementation and enforcement of corporate governance guidelines in the counties at all times. The study also suggests a need for the county governments to organize regular business management skills training for the county officials and staff. This improves the level of expertise within the counties.

The study also recommends appropriate division of work between national and county governance bodies to eliminate uncalled for conflicts. This can be achieved by emphasizing meritocracy over political rightness in hiring of staff. The study also recommends that county financial administrators should strictly monitor financial dealings in the counties. Financial impropriety should be punished and stakeholders should be given the right to participate in the running of the affairs of the counties.

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