Journal of
Human Resource and Leadership
(JHRL)

Corporate Governance Practices and Performance of County Government of Narok; Kenya

Human Resource and Leadership Journal

ISSN 2520-4661 (Online)

Vol.10, Issue No.6, pp 59 - 83, 2025 www.carijournals.org

Corporate Governance Practices and Performance of County Government of Narok; Kenya

[1]**Joshua Kinyamal Ole Shankil**, [2]**Dr. Jane Munga**

[1]Post Graduate Student, Jomo Kenyatta University of Agriculture and Technology

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

Accepted:30th September 2025 Received in Revised Form:14th October 2025 Published: 28th October 2025

Abstract

Purpose: The main aim of this study was to examine the influence of Corporate Governance Practices on Performance of the County Government of Narok; Kenya.

Methodology: This study applied descriptive survey research design. The study used a structured questionnaire on collection of primary data from the County Government of Narok; Kenya. Pilot study was done on the neighboring County Government of Kajiado; Kenya, hence this enabled the testing for reliability and validity of the research instrument. The study descriptive and inferential statistics was analyzed by use of SPSS software, further; a regression equation model was developed to test the relationships between the variables.

Findings: The results of the findings indicated Corporate Governance Practices influenced Performance of the County Government of Narok; Kenya. In terms of influence significance; Board Size Practices had more influence on Performance, followed by Board Composition Practices, Chief Executive Officer Duality Practices and Board Skills Level Practices.

Unique Contribution to Theory Practice and Policy: The study recommends for County Governments to embrace the use of Corporate Governance Practices since it improves the Performance. The study recommends for further studies on the same considering same variables but different methodologies.

Keywords: *County Government Performance, Government Policy and Regulation, Public Sector Governance*

INTRODUCTION

Globally, corporate governance has gained prominence as a strategic tool for enhancing institutional performance, particularly in the wake of financial scandals and crises such as those in the U.S. and Asia. Governance practices such as transparency, responsiveness, consensus orientation, and inclusiveness are increasingly recognized as essential for ethical, accountable, and effective public sector management. Studies by Ashraf (2020 and Liu et al. (2020) emphasize that governance frameworks must be stakeholder-centered and policy-driven to ensure sustainability. While traditionally associated with large listed firms, corporate governance is now seen as vital for MSEs, offering mechanisms to reduce risk and improve future cash-flow certainty (Mirkovic, 2015). This global shift underscores the need for robust governance structures across all institutional levels.

Regionally, county-level governance has emerged as a focal point for performance improvement, especially in devolved systems. Studies from France, Singapore, Bosnia, Guyana, and Jordan reveal that governance structures such as board composition, CEO duality, and stakeholder consensus significantly influence service delivery and financial outcomes (Lins & Miller, 2014). Regulatory reforms in the UK and US have further emphasized board accountability and risk management (Sarbanes-Oxley Act, 2002). However, findings remain mixed, particularly regarding board size and CEO duality, suggesting contextual factors play a critical role. This sets the stage for examining governance in Kenya's devolved counties, where similar structures exist but operate under different socio-political dynamics.

In Kenya, the 2010 Constitution introduced county governments to decentralize power and improve service delivery. Despite this, governance challenges persist ranging from poor public expenditure accountability to political favoritism (Ntoiti, 2013; Ndegwa, 2016). Studies have highlighted the importance of inclusiveness, regulatory clarity, and stakeholder participation (Ngumi, 2016), yet most local research has focused on private firms or parastatals, leaving a gap in understanding governance-performance linkages within county governments. Wafula (2013), and Gitari (2015) point to deficiencies in consensus orientation and inclusiveness, while Kihara (2016) notes structural weaknesses in MSEs and county entities. This study addresses the gap by examining how specific governance practices such as board size, composition, skills, and CEO duality affect performance in Narok County, thereby contextualizing global and regional insights within Kenya's devolved governance framework.

Problem Statement

The devolved governments in Kenya are projected to take services nearer to the populace and create an enabling condition to economic development by attracting and keeping the investments both immediate and foreign. The idea of excellent corporate governance is widely recognized globally as a tool of mitigating institutional risk, performance, and Yahaya et al. (2020) and Guney et al. (2020) found that entities that are well governed are characterized by fewer management problems, rapid recovery following shocks, and more consistent growth. Kenya, however, has performance of county governments in question, and the inefficiencies in the executions have continued to disrupt the pledge of devolution (Kiwanuka & Mwanzia, 2024). Such difficulties have led to national level focus on involving of the governance structures at the county level that employs the same gains realized in the institutions that are better governed.

Although there has been increased interest on governance, majority of the local researches have concentrated on service delivery, leadership styles and the administrative systems as opposed to directly questioning the relationship between county government performance and corporate governance practices. To give an example, Njoroge and Nyangau (2020), Njiiri et al. (2021), and Manyala et al. (2020) investigated decentralized governance, leadership, and fiscal relations, whereas Rigii et al. (2019), Ali et al. (2021), and Amuhaya et al. (2018) considered ethics, devolution, and separation of powers. Although these studies are useful, most of them consider governance as it is related to service delivery, which lacks clarity on how particular practice of corporate governance, including board size, board composition, board skills, and board CEO duality affect the overall performance of the county. This study aims to address that gap by identifying how corporate governance practices affect the performances of county governments in Kenya but it will involve Narok County.

LITERATURE REVIEW

Theoretical Framework

Three theories of corporate governance incorporate the Stakeholder Theory, Stewardship Theory and Agency Theory form the basis of this study. The Stakeholder Theory, proposed by Freeman (1984), is based on the idea that to be able to perform sustainably, organizations should take into consideration the interests of all stakeholders, not only representatives of shareholders. It puts a lot of focus on inclusiveness, transparency, and consensus orientation, which are important in the public institutions such as the county governments whereby there are many actors that affect the delivery of services. This theory guides the selection of the focal point of the study, which entails the influences of governance practice including the composition of the board and the involvement of stakeholders on the performance of the counties. To supplement this is the Stewardship Theory that was postulated by Donaldson and Davis (1991) and the theory indicates that managers have the inherent motivation to act in the best interest of the organization. It justifies the focus of the study on board skills and ethical leadership by claiming that empowering and trusting leaders enhances their chances of achieving long-term institutional objectives than individual ones.

Agency Theory by Jensen and Meckling (1976) offers an alternative prism which considers the conflict that may occur between principals (citizens or government) and agents (county executives or board members). It emphasizes a strong need to be accountable by having good governance systems, like proper board composition, differentiating the CEO position and performance checkpoints, among others, to curb self-interest. The study will directly use this theory in examining the relationship between the size of the board, CEO duality, and other structural aspects of governance as predictors of performance in Narok County. These theories, as a whole, provide a holistic approach to the study of the impact of the corporate governance practices on the effectiveness of the institutions in the Kenya devolved system of governance.

Conceptual Framework

This is a diagram illustrating the linear relationship between independent variables (Board Size, Board Composition, Board Skills Level and Chief Executive Duality) and the dependent variable (Performance at County Government) as shown in figure 1).

Human Resource and Leadership Journal
ISSN 2520-4661 (Online)
Vol.10, Issue No.6, pp 59 - 83, 2025
www.carijournals.org

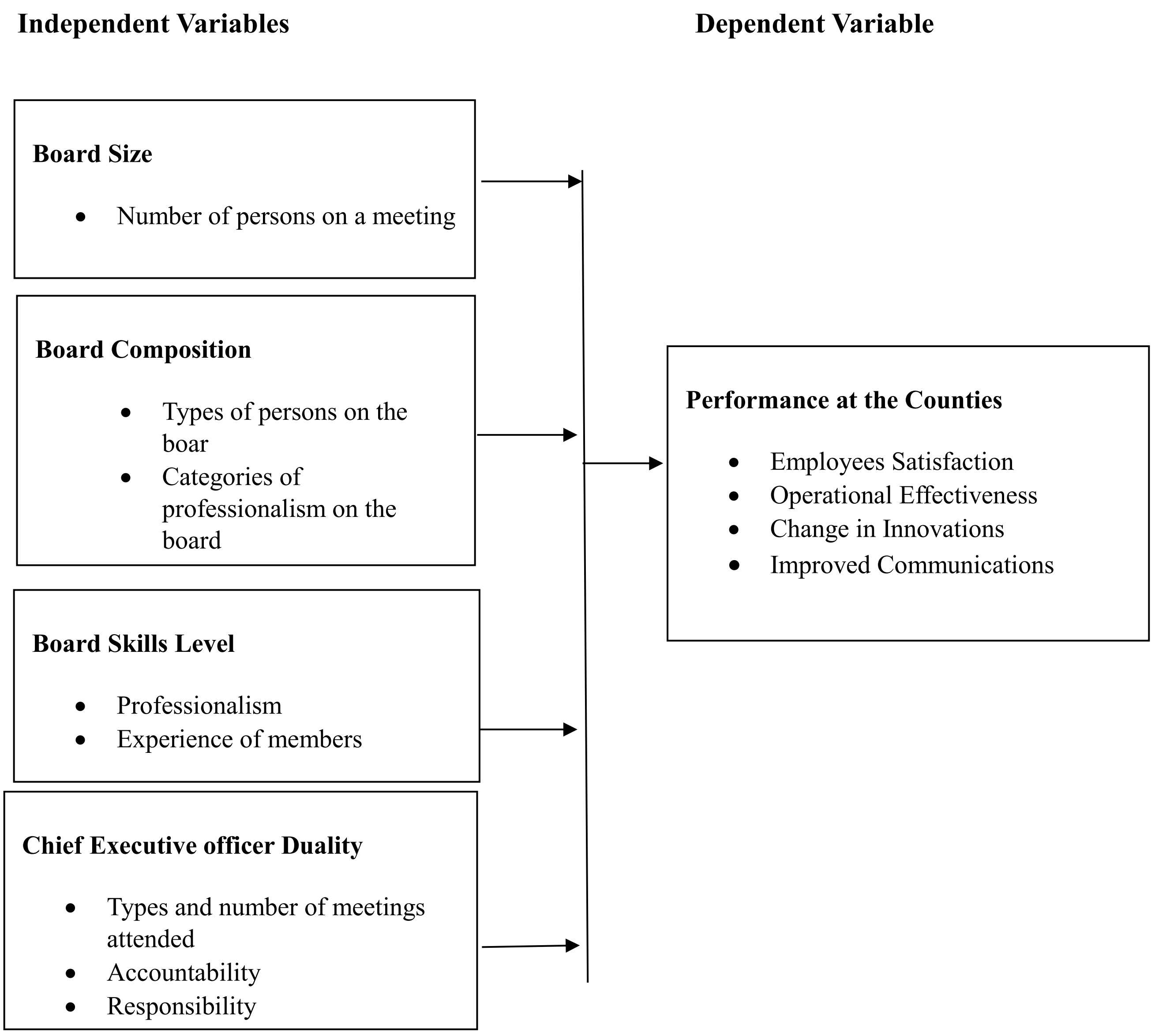

Figure 1: Conceptual Framework

Empirical Review

Harry (2017), examined the relationship between stakeholders and the performance of project in firms, and the ways project managers implement stakeholder analysis and involvement techniques. The researchers concluded that the performance of these techniques is also contingent on the nature of the stakeholders and the nature of the project, and active participation is associated with better performance. Nonetheless, the study failed to single out board composition as a mode of governance or the study did not venture into how it influences performance in devolved units but it remains a gap in knowledge of how board structure impacts governance.

Kyereboah and Biekpe (2017), observed the issue of stakeholder management and its effect on the implementation of the project. They discovered that the management of the stakeholders was usually informal and was impaired by clashing interests, lack of commitment, and organizational attitudes. Although the research indicated the value of institutionalizing stakeholder participation, it has not clearly covered how board skills can help in navigating through such complexities. This restricts its applicability to governance frameworks in the county governments whereby board competencies play a critical role to performance.

Cassia and Magno (2017), examined the connection between stakeholder input into project planning and the influence on the project performance. They found that the stakeholder contribution played a significant role in determining the project goals, the allocation of resources and the planning decisions. Even though the research highlights the importance of inclusive governance, it does not explicitly look at the consequences the size of boards specifically board size in the public sector boards on decision-making efficiency and institutional performance, which this research focused on.

Fernandes (2015), examined how the interests of stakeholders impacted on the outcomes of a project and discussed that stakeholders can control it by imposing legal or moral ownership. The research observed that project direction and accountability influenced in such a way. But it did not investigate the mediating role of such leadership structure as CEO duality in this effect in the case of public institutions. This created a knowledge gap of the impact of concentrated leadership positions on transparency and performance of the county governments that are the subject of the present research.

METHODOLOGY

This research adopted descriptive research design. This study targeted senior employees of the County Government of Narok from 8 key positions; Directors, Deputy Directors, Hospital Administrators, Ward Administrators, Finance managers, Legal office Managers, Chief Officers and Human Resource Managers. In this study the sample frame consisted of departmental senior managers of the County Government of Narok; Kenya. In this study, due to the small size of the study population, the census sampling approach was used and the sample size for the study was 120 respondents. The study employed stratified random sampling technique which guided how sampled managers of County Government of Narok, Kenya, were selected. Structured questions were used to collect primary data from the field. For the purposes of this study, all components of the questionnaires were checked and coded to ensure clarity of words and the accuracy of the statements in relation to the specific research questions, then pretested in the County Government of Kajiado; Kenya. A sample size of twelve respondents was chosen to form the pilot study. To determine the validity of the research instrument, the researcher employed content validity method, whereby 12 copies of the instrument were used during pilot testing for validation. In order to establish the reliability of the instrument to be used in the study, Cronbach's alpha coefficient of internal consistency was used during pilot testing. Thus, in the pilot testing, scores of questions relating to Board Size, Board Composition, Board Skills level, Chief Executive Officer duality were each grouped independently together and a Cronbach alpha coefficient calculated using SPSS. Thus, a coefficient of 0.70 or more implied that there is a higher degree of reliability of the data (Mugenda, 2008). In this study therefore, Cronbach's alpha coefficient of internal consistency was used to determine the correlation co-efficient of reliability of the research questionnaires. Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS) software. The output of analysis was presented using tables to make them reader friendly. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Further, inferential statistics such as regression and correlation analyses were used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. The study conceptualized Regression Model was as below;

Human Resource and Leadership Journal

ISSN 2520-4661 (Online)

Vol.10, Issue No.6, pp 59 - 83, 2025 www.carijournals.org

$Y = \beta0+\beta1X1+\beta2X2+\beta3X3+ \beta4X4$

RESULTS

Response Rate

The study involved 120 questionnaires being dispatched for data collection, 86 questionnaires were returned completely filled, representing a response rate of 94% which was good on a general understanding of the research findings to a wider population.

Descriptive Statistics

The descriptive statistics presented in this section are summated responses on the statements measuring the study's independent variables (Board Size, Board Composition, Board Skills Level and Chief Executive Officer Duality) and dependent variable (County Performance) using

Likert scale with values ranging from 5 to 1; that is; 5=Strongly Agree, 4=Agree, 3= Uncertain, 2=Disagree and 1= Strongly Disagree.

Descriptive statistics: Board Size and Performance of Counties

These are summarized responses on whether Board Size Practices influences Performance of County Government of Narok; Kenya. The descriptive results are presented in table 1.

Table 1: Descriptive statistics; Board Size

Statement	5	4	3	2	1
1. County Board Size is within required profession standard	16(18.6)	34(39.3)	8(9.3)	15(17.4)	13(15.1)
2. Employees have been happy with County Board Size of recent	10(11.6)	27(31.4)	17(19.8)	16(18.6)	15(17.4)
3.Expenses on the County Board Size has been average	13(15.1)	37(43.1)	8(9.3)	15(17.4)	13(15.1)
4. County Board Size has a flexible Schedule of coming up with meetings	9(10.5)	39(45.3)	9(10.5)	15(17.4)	15(17.4)
5. County Board Size has enough chances of undergoing trainings and workshops.	11(12.8)	33(38.4)	13(15.1)	15(17.4)	14(16.3)
6. County Board Size follows the norms of the government rules in terms of determining the size.	13(15.1)	38(44.2)	9(10.5)	14(16.3)	12(13.9)

Valid list wise=86 Grand mean =3.42

The findings from Table 4.3 indicate that a majority of respondents (39.3%) perceive the County Government's board size as professionally appropriate, though a notable portion (18.6%) disagreed, suggesting mixed satisfaction levels. While 31.4% of respondents expressed contentment with the board size, 11.6% remained uncertain, pointing to partial efficiency in board operations. Additionally, 43.1% agreed that board-related expenses are average, though 15.1% flagged potential excesses. The board was also seen as operationally flexible, with 45.3% acknowledging its meeting adaptability and 38.4% affirming access to training opportunities. Compliance with central government regulations on board size was confirmed by 44.2% of respondents, reinforcing adherence to governance standards. These findings resonate with emerging perspectives from Suman and Rosiq (2020) and Ashraf (2020), who argued that while larger boards still have a role, governance trends increasingly favor leaner, more skilled boards for enhanced effectiveness.

Descriptive statistics for Board Composition and Performance

These are summarized responses on whether Board Composition influences performance of counties in Kenya. The descriptive results are presented in table 2.

Table 2: Descriptive statistics; Board Composition

Statement	5	4	3	2	1
1.The composition of the board follows the gender balance as per the government regulations	14(16.3)	36(41.9)	13(15.1)	14(16.3)	9(10.5)
2.The composition of the board is determined by use of the professional international standard regulations	13(15.1)	32(37.2)	15(17.4)	12(13.9)	14(16.3)
3.The composition of the board standard is within the strategic plan of the County	11(12.8)	39(45.3)	10(11.6)	13(15.1)	13(15.1)
4.The composition of the board is regulated by national government regulations	12(13.9)	37(43.1)	14(16.3)	11(12.8)	12(13.9)
5.ISO standards are key in the process of having the Board Composition	15(17.4)	31(36.1)	12(13.9)	13(15.1)	15(17.4)
6.Board composition can easily be adjusted by executives	14(16.3)	36(41.9)	13(15.1)	12(13.9)	11(12.8)

Valid list wise=86 Grand mean =3.46

From table 2, the grand mean = 3.46= 4 = agree, that generally shows that Board Composition can easily be adjusted; hence, flexibility for the better policy is encouraged. These results corroborate with Wafukho et al (2022) whose study indicated that board size practice influenced Performance of the County Government of Bungoma; Kenya.

Descriptive statistics on Board Skills Level

These are summarized responses on whether Board Skills Level influences Performance of the County Government of Narok; Kenya. The descriptive results are presented in table 3.

Table 3: Descriptive statistics; Board skills Level

Statement	5	4	3	2	1
1.The Board Skills Level is key while appointing the executives	13(15.1)	37(43.1)	15(17.4)	15(17.4)	6(7.1)
2.The Board Skills Level has a balance in terms of associated professions within the County	12(13.9)	36(41.9)	15(17.4)	14(16.3)	9(10.5)
3.The appointed Board Skills Level persons have seen the county performance improve	13(15.1)	35(40.7)	14(16.3)	15(17.4)	9(10.5)
4.The profession employees of the county government are satisfied with Board Skills Level	11(12.8)	39(45.3)	11(12.8)	13(15.1)	12(13.9)
5.The Board Skills level is regulated by international profession norms	12(13.9)	32(37.2)	15(17.4)	13(15.1)	14(16.3)
6.The Board Skills level structures is normally reviewed through trainings offered by professional bodies	11(12.8)	39(45.3)	15(17.4)	11(12.8)	10(11.6)

Valid list wise=86

Grand mean =3.48

From table 3, the findings suggest that while the board's skill level is generally seen as adequate and professionally grounded, there remains a segment of respondents who question its consistency and inclusivity. The grand mean score of 3.48 supports a moderately positive overall assessment of board skills within the county governance framework. These results corroborate with those of Khatib *et al*., (2020) who asserted a director's qualification to serve on a board is key; hence, with changes in technology and growth in trading organizations.

Descriptive statistics for Chief Executive Officer Duality

These are summarized responses on whether Chief Executive Officer Duality influences Performance of the County Government of Narok; Kenya. The descriptive results are presented in table 4.

Table 4: Descriptive statistics: Chief Executive Officer Duality

Statement	5	4	3	2	1
The County Board values individual's specialization and professionalism	17(19.8)	36(41.9)	15(17.4)	11(12.8)	7(8.1)
The employees of the county are satisfied with the practice of each employee having his own job	14(16.3)	37(43.1)	16(18.6)	14(16.3)	5(5.8)
The employment regulations follow the ISO standards of each person one job for efficiency	13(15.1)	37(43.1)	15(17.4)	12(13.9)	9(10.4)
Efficiency and effectiveness has improved due to autonomy of each individual at their respective jobs	12(13.9)	39(45.4)	12(13.9)	11(14.3)	12(13.9)
Training on corporate governance has been key on top managerial functions for elimination of duality characteristics	13(15.1)	34(39.5)	11(12.8)	9(10.4)	10(11.6)
The internal Control mechanism has improved due to limitation of duality.	13(15.1)	41(47.7)	13(15.1)	9(10.4)	10(11.6)

Valid list wise=86 Grand mean =3.51

From table 4, the findings suggested that while CEO duality is being addressed through training and structural clarity, there remains room for strengthening role separation and enhancing stakeholder confidence in leadership accountability. The grand mean of 3.51 reflects a moderately favorable overall assessment of CEO duality practices. Wambui et al (2022) asserted that the county assemblies in Kenya ideally play a crucial role in terms of representation, legislation, and oversight of county governments within their respective jurisdictions.

Inferential Statistics

Linear regression results

This tested the linear influence of Board Size Practices, Board Composition Practices, Board Skills Levels and Chief executive Officer Duality Practices on Performance of the County Government of Narok; Kenya. This was computed by SPSS based on transformed data from categorical data to continuous data so as to run regression analyses based on continuous data.

Linear influence of Board Size Practices on Performance

This tested the direct influence of Board Size Practices on Performance of the County Government of Narok; Kenya. The results are shown table 5.

Human Resource and Leadership Journal

ISSN 2520-4661 (Online)

Vol.10, Issue No.6, pp 59 - 83, 2025 www.carijournals.org

Table 5: Direct influence of Board Size Practices on Performance

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	.825[a]	.784	.676	.69397	.784	159.562	1	85	.000

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	**Sig.**
1 Regression	76.844	1	76.844	159.562	.000[a]
Residual	36.120	85	.482		
Total	112.964	86			

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	**T**	**Sig.**
1 (Constant)	.783	.232		2.945	.004
Board Size Practice	.815	.074	.801	12.632	.000

a. Dependent Variable: County Performance

From table 5, the model summary shows that $R^2 = 0.784$; implying that 78.40% variations in the Performance of the County Government of Narok; Kenya is explained by Board Size

Practices while other factors not in the study model accounts for 21.6% of variation in Performance of the County Government of Narok; Kenya. Further, coefficient analysis shows that Board Size Practices has positive significant influence on Performance of the County

Government of Narok; Kenya ($\beta = 0.815$ (0.074); *at* $p<.01$). This implies that a single improvement in effective Board Size will lead to 0.815 unit increase in the Performance of the County Government of Narok; Kenya. Therefore, the linear regression equation is;

(i) $y = 0.783 + \boldsymbol{0.815X_1}$

Where;

y = Performance, X_1 = Board Size Practices

Linear influence of Board Composition Practices on Performance

This tested the direct influence of Board Composition Practices on Performance of the County Government of Narok; Kenya. The results are shown table 6.

Table 6: Direct influence of Board Composition Practices

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	.753[a]	.588	.562	.80708	.568	98.422	1	85	.000

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.110	1	64.110	98.422	.000[a]
	Residual	48.854	81	.651		
	Total	112.964	86			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.824	.266		3.422	.001
	Board Composition Practices	.703	.071	.699	9.921	.000

a. Dependent Variable: County Performance

From table 6, the model summary shows that $R^2 = 0.588$; implying that 58.8% variations in the

Performance of the County Government Narok is explained by the Board Composition while other factors not in the study model accounts for 41.2% of variation in performance of the County Government of Narok; Kenya. Further, coefficient analysis shows that Board Composition has positive significant influence on Performance of the County Government of

Narok; Kenya ($\beta = 0.703$ (0.081); *at* $p<.01$). This implies that a single improvement in effective Board Composition Practices will lead to 0.703 unit increase in the Performance of County

Government of Narok; Kenya. Therefore, the linear regression equation is;

(ii) $y = 0.824 + \boldsymbol{0.755X_2}$

Where;

y = County Performance

X_2 = Board Composition Practices

Linear influence of Board Skills Level on Performance

This tested the direct influence of Board Skills Level on Performance of the County Government of Narok; Kenya. The results are shown table 7.

Table 7: Direct influence of Board Skills Level on Performance

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.676[a]	.457	.449	.90463	.457	63.037	1	86	.000

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51.587	1	51.587	63.037	.000[a]
	Residual	61.377	85	.818		
	Total	112.964	86			

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	1.174	.304		3.826	.000
	Board Skills Level Practice	.756	.095	.746	7.940	.000

lent Variable: County Performance

From table 7, the model summary shows that $R^2 = 0.457$; implying that 45.7% variations in the County Performance of Bungoma; Kenya is explained by Board Skills Level while other factors not in the study model accounts for 54.3% of variation in Performance of the County Government of Narok; Kenya. Further, coefficient analysis shows that Board Skills Level has positive

Human Resource and Leadership Journal

ISSN 2520-4661 (Online)

Vol.10, Issue No.6, pp 59 - 83, 2025 www.carijournals.org

significant influence on the Performance of the County Government of Narok; Kenya ($\beta = 0.756$ (0.095); *at* $p<.01$). This implies that a single improvement in Board Skills Level will lead to 0.756 unit increase in the performance of the County Government of Narok; Kenya. Therefore, the linear regression equation is;

(iii) $y = 1.174 + \boldsymbol{0.756X_3}$

Where;

y = Performance, X_3 = Board Skills Level

Linear influence of Board Chief Executive Officer Duality on Performance

This tested the direct influence of Chief Executive Officer Duality on the Performance of the County Government of Narok; Kenya. The results are shown table 8.

Table 8: Direct influence of Chief Executive Officer on Performance

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.718[a]	.518	.509	.85395	.518	79.909	1	85	.000

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	58.272	1	58.272	79.909	.000[a]
	Residual	54.692	85	.729		
	Total	112.964	86			

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	1.096	.279		3.933	.000
Chief Executive Officer Duality	.673	.086	.618	8.939	.000

a. Dependent Variable: County Performance

From table 8, the model summary shows that $R^2 = 0.518$; implying that 51.8% variations in the Performance of the County Government of Narok; Kenya is explained by Chief Executive

Officer Duality while other factors not in the study model accounts for 48.2% of variation in Performance of the County Government of Narok; Kenya. Further, coefficient analysis shows that Chief Executive Officer Duality has positive significant influence on Performance of the County Government of Narok; Kenya ($\beta = 0.673$ (0.086); *at $p<.01$*). This implies that a single improvement in efficient Chief Executive Officer Duality will lead to 0.673 unit increase in the Performance of County Government of Narok; Kenya. Therefore, the linear regression equation is;

(iv) $Y = 1.096 + \boldsymbol{0.673X_4}$

Where;

Y = Performance

X_4 = Chief Executive Officer Duality

Multiple regression analysis

Multiple regression analysis was computed to assess the multivariate influence of the study's independent variables (Board Size Practices, Board Composition Practices, Board Skills Level Practices and Chief Executive Officer Duality) on the dependent variable (Performance of the County Government of Narok; Kenya). The multiple regression results are shown in table 9.

Table 9: Multiple regression results

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	.851[a]	.735	.708	.65825	.735	47.177	1	85	.000

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	81.767	1	20.442	47.177	.000[a]
	Residual	31.197	85	.433		
	Total	112.964	86			

Human Resource and Leadership Journal

ISSN 2520-4661 (Online)

Vol.10, Issue No.6, pp 59 - 83, 2025 www.carijournals.org

a. Predictors: (Constant), Board Size, Board Composition, Board Skills Levels, Board Chief Executive

Officer Duality

b. Dependent Variable: County Performance

Multiple regression analysis in table 9 shows the multiple regression results of the combined influence of the study's independent variables (Board Size Practices, Board Composition Practices, Board Skills Level Practices and Chief Executive Officer Duality). The model's R squared (R^2) is 0.735 which shows that the study explains 73.5% of variation in the Performance of the County Government of Narok; Kenya, while other factors not in the conceptualized study model accounts for 26.5 %, hence, it is a good study model.

Furthermore, Analysis of Variance (ANOVA) shows the mean squares and F statistics significant ($F = 47.177$; significant at $p<.001$), thus confirming the fitness of the model and also implies that the study's independent variables (Board Size, Board Composition, Board Skills Level and Chief Executive Officer Duality) have significant variations in their contributions to Performance of the County Government of Narok; Kenya.

Finally, the values of unstandardized regression coefficients with standard errors in parenthesis in table 4.13 indicate that all the study's independent variables (Board Size; $\beta = 0.549$ (0.131) at $p<0.05$, Board Composition; $\beta = 0.523$ (0.121) at $p<0.05;$ Board Skills Level; $\beta = 0.299$ (0.101) at $p<0.05,$ Chief Executive Officer Duality; $\beta = 0.401$ (0.128) at $p<0.05,$ significantly influenced Performance of County Government of Narok; Kenya (dependent variable).

In this regard, the study's final multiple regression equation is;

(v) $Y= 0.549 +0.523X_1+0.424X_2+ 0.299X_3 + 0.401X_4$

Where;

Y= Performance

X_1= Board Size

X_2= Board Composition

X_3= Board Skills level

X_4= Chief Executive Officer Duality

Table 10: Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**T**	**Sig.**
1 (Constant)	.549	.131		4.035	.000
Board Size	.523	.121		4.070	.000
Board Composition	.424	.103	.510	4.382	.000
Board Skills Level	.299	.101	.414	2.089	.040
			.286		
Chief Executive Officer Duality	.401	.128	.390	3.080	.003

a. Dependent Variable: Performance of Counties

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study aimed to examine the influence of Corporate Governance Practices on the performance of the County Government of Narok, Kenya, by testing four hypotheses related to board size, board composition, board skills level, and CEO duality. Findings revealed that all four governance variables significantly impacted county performance. Specifically, board size was found to affect managerial efficiency, with concerns about cost and decision-making flexibility. Board composition emerged as a key factor, emphasizing the need for professional diversity and gender balance. Board skills level was also influential, with skilled, multidisciplinary members contributing to improved organizational outcomes. Lastly, CEO duality was shown to affect managerial effectiveness, reinforcing the importance of role separation to avoid concentration of decision-making power. These results align with previous research and underscore the relevance of structured governance in enhancing public sector performance.

Conclusions

First, the study concludes that County Government of Narok; Kenya needs to effectively utilize its Board Size for the purpose of improving on the performance of the County. Secondly, the County Government should embrace the Board Composition Practice for the purpose of improvement on performance. Furthermore, the management used its skills well to out-compete the opponents then such a strategy would boost the performance. Lastly, the County Government embraced the use of understanding the duality norm in managerial aspect, the organization enforced the policy of specialization and the concerned directors should only hold one position of a job.

Recommendations

The study recommended that county governments should adopt optimal board sizes, as larger boards with diverse professional backgrounds and non-executive directors enhance supervision and decision-making, thereby improving performance. The study also emphasized the importance of board composition, noting that a well-structured board responsive to its supervisory and monitoring roles is central to effective governance. Additionally, the study highlighted the value of board skills, where directors' prior experience contributes to competence in governance functions through continuous learning and professional development. Finally, the study called for a nuanced understanding of CEO duality, recognizing that while role separation improved specialization and accountability, stewardship theory suggested that unity of command through duality may also benefit organizational performance.

Suggestions for Further Study

First of all, this study was conducted in a single county thereby making the generalization of its results to others limited. Similar studies can be done on other County Governments using other methods by retaining the same variables or introducing others. Secondly, additional corporate governance practices could also be studied. These practices may include defined governance framework, clear governance policies, strategic alignment, role separation, board training and development, effective board recruitment, and transparency. These did not comprise part of the current study variables.

REFERENCES

Ali, S., Nchaga, A., & Wepukhulu, J. (2021). Devolution And Service Delivery In The Public Service In Kenya, A Case Study of Marsabit County Government. *Journal of Human Resource and Leadership*, 6(1), 30-51.

Amuhaya, J. A., Namusonge, G. S., & Nthigah, P. (2018). Influence of Separation of Powers on Performance of Governance in County Governments in Kenya. *Journal of Public Policy & Governance,* 2(2), 23-37.

Ashraf, B. N. (2020). The economic impact of government interventions during the COVID-19 pandemic: International evidence from financial markets. *Journal of Behavioral and Experimental Finance*, 27, 100371.

Cassia, F & Magno, F. (2017). Public services coproduction: exploring the role of citizen orientation. *International Journal of Quality and Service Sciences*, 1(2), 334 – 343.

Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of Management*, *16*(1), 49–64. https://doi.org/10.1177/031289629101600103

Fernandes, A. (2015). *Stakeholder interests and project outcomes: Legal and moral ownership in governance*.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.

Gitari, J. (2015). Relationship between Corporate Governance Practices and Financial Performance of Kenya Corporative Creameries, MBA project; University of Nairobi

Guney, Y., Karpuz, A., & Komba, G. (2020). The effects of board structure on corporate performance: Evidence from East African frontier markets. *Research in International Business and Finance*, 53, 101-222.

Harry, J. (2017). *Stakeholder analysis and involvement techniques in project performance*.

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, *3*(4), 305–360. https://doi.org/10.1016/0304-405X(76)90026-X

Khatib, S. F. A., Abdullah, D. F., Hendrawaty, E., & Yahaya, I. S. (2020). Corporate governance mechanisms and capital structure*, Journal of Critical Reviews*, 7(16), 463–471

Kihara, N. (2016). Relationship between corporate governance rules and performance of firms listed in the Nairobi Stock Exchange. *International Journal of Social Economics*, 25(6), 1310-1325.

Kyereboah, C., & Biekpe, N. (2017). *Challenges of stakeholder management and its impact on project implementation*.

Liu, H., Yi, X., & Yin, L. (2020). The impact of operating flexibility on firms' performance during the COVID-19 outbreak:

Manyala, M. K., Guyo, W., & Moronge, M. (2020). Contribution of Administrative and Fiscal Relations on Service Delivery in County Governments of Kenya. *International Journal of Innovative Development and Policy Studies*, 8(3), 10-29.

Ndegwa, M. (2016). Equity Pattern, Corporate Governance and Performance: A Study of India's Corporate Sector. *Journal of Economic Behavior &Organization*, 59(1), 29- 44

Ngumi, R. (2016). Management Ownership and Market Valuation: An Empirical Analysis. *Journal of Financial Economics*, 20, 293-315.

Njiiri, P. K., Were, S., & Muturi, W. (2021). Transformational Leadership Style and Public Participation in the County Governments in Kenya, 3(3), 4-24.

Njoroge, J. W., & Nyangau, S. (2020). Decentralized Governance and Service Delivery of Devolved County Units In Nyeri County, Kenya. *International Journal of Social Sciences and Information Technology*, 5(9), 32-42.

Ntoiti, L. (2013). The County; Understanding Devolution and Governance in Kenya. *Centre for Leadership, Education and Development International*. Nairobi, Kenya

Rigii, G. P., Ogutu, M., Awino, Z. B., & Kitiabi, R. (2019). Effect Of Strategic Leadership, Ethics and Organizational Structure on Service Delivery In Kenyan County Governments. *DBA Africa Management Review*, 9(3), 13-55.

Sarbanes-Oxley Act, (2002), "Sarbanes-Oxley Act" available at http://www.soxlaw.com/

Wafula, K. (2013). Emerging Trends Shaping Contemporary Business Strategy, *Prime Journals of Business Administration and Management*, 2(9), 673-679.

Yahaya, I. S., Senin, A. B. A., Yusuf, M. M., Khatib, S. F. A., & Sabo, A. U. (2020). COVID-19 pandemic and global business challenge are how to survey with business models: A systematic literature review, *Journal of Public Value and Administrative Insight*, 3(3), 82–91.