



Moderating effect of leadership style on corporate mentorship and service delivery in counties of the western region, Kenya

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ABSTRACT

Succession planning is important within the public sector to ensure continuity in service delivery. Just like at the national level, county governments have less effective succession planning strategies driven by poor talent management and human resource development practices. This study sought to establish the influence of corporate mentorship on service delivery in counties in the Western Region, Kenya, and to examine the moderating effect of leadership style on the relationship between corporate mentorship and service delivery in counties in the Western Region, Kenya. The study was based on the Leadership Pipeline Theory and social learning theory. The study used descriptive and cause-effect designs. It used primary data, through structured questionnaires on a Likert scale, and interviews were administered to a target population of 243 top-level managers (chief executive committee members), middle-level managers (chief officers), and low-level managers (directors and functional heads in Kakamega, Vihiga, and Busia Counties). Stratified simple random sampling was used to select 151 respondents; reliability was tested using Cronbach's alpha through a pilot study at Bungoma County, and content validity was tested using expert opinions while construct validity was tested using factor analysis. The data was analyzed using descriptive and inferential statistics. The findings were presented using tables. The findings revealed that there is a significant positive effect of corporate mentorship ($\beta_1=0.254$, $P=0.000$) on service delivery in counties in the Western Region, Kenya. Further, it was evident that there is a significant moderating effect of leadership style on the relationship between succession planning and service delivery in counties in the Western region as the R-squared moved from 36.0% to 56.9% ($P=0.000$). The study concluded that leadership style plays a crucial role in maximizing the impact of corporate mentorship efforts. The study recommended that county governments institutionalize structured corporate mentorship programs aimed at developing employees' professional and managerial competencies. County executives should integrate mentorship and leadership training into their human resource policies to ensure continuity in professional growth and service excellence.

Keywords: Corporate Mentorship, County Governments, Leadership Style, Service Delivery, Succession Planning

I. INTRODUCTION

Succession planning, mainly in the private sector, has become a strategic human resource management strategy worldwide to ensure leadership continuity. Private organisations have always used systematic methods to discover and develop potential for leadership positions (Bano et al., 2022). With an early focus on business contexts, the concept's public sector use and research have been restricted (Ritchie, 2020; Osborne, 2020). Most Chinese organisations lack clear structures and strong corporate governance mechanisms, making succession management unfamiliar (Liu, 2011). Succession difficulties may surface when the existing leader leaves or prepares to leave. Costa et al., (2022) found that Brazilian public financial institutions are still developing succession plans.

Leadership vacuums may disrupt service delivery without a succession strategy. In Malaysia, Ismail et al., (2022) found that succession planning helps government organisations maintain stability and consistency by minimising disturbances and retaining institutional knowledge. Succession planning in public sector organisations is important, but it often lacks attention, resources, and a tailored approach that takes into account government institutions' unique characteristics. Addressing these issues is essential for long-term service delivery. Griffith et al., (2019) found that continual learning and development in public sector career advancement and leadership positions maintain organisational stability and service delivery to people.

Succession planning relies on corporate mentoring to teach, train, and guide future leaders. It strategically prepares individuals for higher-level roles (Grocutt et al., 2022). Mentor-mentee one-on-one sessions concentrate on



performance improvement, career advancement, and personal growth. Coaching improves employee performance and leadership skills, according to Rothwell (2010). Structured socialisation and conversations help staff collaborate and learn. Structured socialisation opportunities help build a cohesive work environment where employees feel supported and valued, promoting a culture of continuous learning and improvement, according to Grocutt et al. (2022). Younger and older professionals working together fosters intergenerational learning and mentoring. This teamwork uses the capabilities of experienced and younger personnel to impart knowledge and skills across generations. It preserves institutional knowledge and allows new workers to learn from older ones. Rothwell (2010) and Grocutt et al. (2022) say intergenerational mentoring is essential for organisational knowledge and creativity.

Succession planning frameworks by Chamber et al. (1998), Groves (2007), and Rothwell (2010) emphasise corporate mentorship for successful leadership transitions. Marinakou and Giousmpasoglou (2019) found out that in Greece, the UK, the US, and Australia on corporate mentorship as a succession planning tool to improve hospitality service. Muema and Odollo (2020) found that just 32% of African enterprises have implemented systematic succession planning and corporate mentorship. Not all of these businesses have adequate systematic planning. Kpinpuo et al. (2023) found that most Nzema East District of Ghana organisational leaders have no succession plans and that certain top management officials and their subordinates lack awareness and practice of the idea. A South African study found a labour shortage and a mismatch between task completion skills and employee skills, recommending human resource development (Short & Keller-Bell, 2019).

Researchers say Kenya's public service is plagued by an ageing population (Simson, 2019). Due to historical labour dynamics and extended tenures, baby boomers dominate Kenya's public sector (Gurmessa & Tefera, 2019). Thus, this demographic makeup emphasises the need for good succession planning to enable a seamless transition and avoid key position talent shortages. Wanjohi et al. (2023) recommended corporate mentoring programs in Kenya to bridge the age divide and teach younger workers. Corporate mentoring and succession planning focus on transferring knowledge, skills, and institutional wisdom from senior executives to developing talent.

The public sector's looming workforce deficit due to an ageing workforce, staffing gaps, skills mismatch, and high staff turnover is prompting succession planning in Kenya (Ministry of Public Service, Youth and Gender Affairs, 2017). According to Hassan and Bichanga (2022), this discourse has expanded beyond the public sector to encompass other non-governmental organisations, necessitating a comprehensive approach to workforce planning. Madichie and Nyakongo (2016) observed that most Kenyan public sector employees were elderly, requiring the government to raise the retirement age from 55 to 60 years to facilitate knowledge transfer and strategic human resource planning.

County succession management issues extend beyond the national level. Above 30% of Kenyan county personnel are above 50 (Ministry of Public Service, Youth and Gender Affairs, 2017). Omuhaka et al. (2022) identified succession planning issues in Western Kenya's Kakamega, Bungoma, Vihiga, and Busia counties as hindering their performance. Recently, County workers were refused contract exemptions on retirement or re-engagement to promote succession planning by human resources departments. Most of Kakamega County Government's staff was seconded from the national government and local councils, with over 61% nearing 60 and nearly retiring. Bungoma County public institutions and Vihiga County public personnel face succession planning problems, according to Munguti and Kanyanjua (2018) and Mwandihii (2019). As the Counties hire new workers, succession planning is crucial to align existing and future leaders to improve service delivery.

1.1 Statement of the Problem

The decentralization of government functions to Counties was intended to enhance efficiency and bring services closer to the people, however, several challenges impede the effective delivery of services. One of the main challenges facing Kenyan Counties is poor succession planning practices (Muwonge et al., 2022). Succession planning is anchored on human resource development, which enhances employee competencies for future leadership roles (Holovach et al., 2019), and talent management, which focuses on identifying and retaining high-potential individuals (Cadorin et al., 2021), while corporate mentorship facilitates knowledge transfer and career growth (Rothwell, 2010). The current Kenyan public service has an aging workforce. In the next 10 years, 47% of this workforce is expected to retire (Musyoki, 2026). This presents a challenge since it indicates a massive loss of critical skills and competency for efficient and effective service delivery. Just like at the national level, County governments are also lacking in effective succession planning strategies driven by poor talent management, and human resource development practices. A report by the Ministry of Public Service, Youth and Gender Affairs (2017) reported that succession planning challenges manifest in the form of gaps in staffing in higher pay grades, about 25,000 of all the employees expected to go to retirement within the next 10 years, mismatch between the skills of employees and available jobs, recruitment of pensioners as contractors on higher grade jobs, employment of casual employees to perform tasks that should be permanent and poor retention rates and staff stagnation. In Kakamega, Vihiga, Busia and Bungoma Counties, the labor force is ageing, making it important to invest in succession planning practices to ensure sustained service delivery (Munguti & Kanyanjua, 2018);



Mwandihi, 2019). This study sought to fill this gap by examining the influence of succession planning on service delivery in Counties in Western Region, Kenya.

1.2 Research Objectives

- i. To examine the effect of corporate mentorship on service delivery in Counties in Western Region, Kenya.
- ii. To determine the moderating effect of leadership style on the relationship between corporate mentorship and service delivery in Counties in Western Region, Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Leadership Pipeline Theory

Leadership Pipeline Theory was developed by Charan et al. (2011). It describes succession planning and leadership development in organisations. According to the notion, as individuals ascend in leadership, they need to transform their talents, time management abilities and work values (Charan et al., 2011). This has been a trend in companies and sectors as a way of leadership development, succession planning and talent management. The Leadership Pipeline Theory (LPT) is used to explain leadership changes and development, but it has been criticised. The Leadership Pipeline Theory (LPT) supports the evaluation of the impact of succession planning techniques on the outcomes of service delivery used in this research. The studies apply the LPT theory to determine the succession planning methods that facilitate a seamless leadership process and provide continuity of the service. The theoretical lens offers a systematic inquiry into the succession planning strategies, especially leadership development, and their impact on the service delivery within government of the Western Kenyan County.

2.1.2 Social Learning Theory,

The theory, which was introduced by Albert Bandura in the 1960s, explains that learning occurs through observation, imitation and modeling of others. This concept explain that environment, personality and behaviour have an influence on learning (Rotter, 2021). Bandura emphasized the role of social reinforcement, e.g. praise or punishment, in modulating behaviour and learning (Koutroubas & Galanakis, 2022). Social Learning Theory has over the years been supplemented by self-efficacy which is the belief that one can accomplish something in a certain task or circumstance. Through the works of Bandura, we were able to understand the influence of social interactions, role modelling, and vicarious learning to human behaviour and development. The theory of Social Learning throws light on corporate mentoring although it is flawed. Learning and growth through observation and social reinforcement: Organisations can develop effective mentoring programs by knowing how to use role modelling and peer interactions to facilitate learning and development. Corporate mentoring programs can be used to assist workers learn and acquire new skills and network with great leaders. Mentorship can increase employee engagement, job satisfaction, and retention, which lead to organisational success through the establishment of a conducive and team-work-friendly learning atmosphere.

2.2 Empirical Review

2.2.1 Corporate Mentorship

Scholars have conducted empirical studies on corporate mentorship and service delivery; however, they have conceptualized the constructs differently and reported mixed findings. Neupane (2015) conducted a study to examine corporate mentorship in the context of the hospitality industry in UK. The study aimed at investigating how corporate mentorship impacted the performance of the hotels considered in the study. Neupane (2015) focused on a population of 172 supervisors and managers and used convenience sampling as the sampling technique. Structured questionnaires were administered to the sample population and collected data analyzed using SPSS. The findings revealed that corporate mentorship was positively correlated with employee performance. Corporate mentorship was conceptualized to consist of both coaching and mentoring. When regression analysis was conducted, the findings revealed that while coaching significantly affected performance, mentoring did not show a significant effect on overall organizational performance. While this study by Neupane (2015) provides valuable insights into the relationship between corporate mentorship and employee performance, this study will contextualize corporate mentorship as one of the aspects of succession planning and investigate its effects in service delivery within the context of Counties in Western Region of Kenya.

Smith and Ingram (2018) carried out a study on the effects of corporate mentorship programs on employee retention and performance in the technology industry in the United States. This survey of five large technology firms was done with 300 workers, and has employed a stratified sampling approach. Online questionnaires were used to collect data and analysed by use of multiple regression analysis. The results showed that corporate mentorship and especially structured mentorship programs were important in enhancing the retention and job performance of employees. The paper



highlighted the need to have continuous mentorship as a way of career building and organizational commitment. Although this study brings useful information to the technology industry, this study will build on the research to the public sector in Kenya, where the investigation will focus on corporate mentorship within succession planning and its impact on service delivery within the Counties in the Western region of Kenya.

Sibanda and Chikomba (2021) examined the effect of mentorship in service provision within the government sector in Zimbabwe. It involved 250 civil servants in different departments of the government and the research was conducted by means of mixed methods where surveys and interviews were administered to gather information. The qualitative analysis conducted with NVivo and quantitative analysis conducted with SPSS indicated that the mentorship programs had a considerable positive impact on service delivery because they increased the skills, morale, and job satisfaction of employees. Nonetheless, problems of limited resources and absence of formal mentorship programs were cited. The paper shall also seek to identify these issues within the Kenyan context and particularly how formalized corporate mentorship as a succession planning can be used to improve service delivery in Counties in Western Region of Kenya.

A Kenyan study by Wanjohi *et al.* (2023) conducted an analysis of mentorship and service delivery within government ministries in Kenya. Guided by Social Learning Theory (SLT) the study aimed to assess the impact of mentorship on service delivery. Utilizing a mixed research design, the study targeted 171 respondents, including sub-County commissioners, County commissioners, human resources directors, and office administrators. Data collection involved questionnaires and interviews, and the findings indicated a positive and significant influence of the mentorship on service delivery within the ministries. However, this study goes further to investigate corporate mentorship as a succession planning practice and its role in influencing service delivery within Counties in Western Region of Kenya.

2.2.1 Leadership Style

Several studies have been conducted at the global, regional and national level to investigate the moderating role of leadership style on service delivery. Hafid *et al.* (2020) conducted a study within the context of public service delivery in Kabupaten Nunukan, Indonesia, aiming to identify the influence of leadership style as a moderator on the effectiveness of the public service delivery system. The study utilized the concept of leadership as a process of influencing individuals or groups to achieve specific targets, with leadership style being perceived as motivating behavior aiding subordinates in goal achievement. The study employed questionnaires to gather data from 376 staff members selected as respondents. Findings revealed that leaders predominantly adopted a transformative leadership style over adaptive and participative styles. Four factors—group dynamics, disputes, criticism and cooperation, were identified as influencing transformative leadership style. Theoretical frameworks such as the Batho Pele model of 1997 and the Fiedler Contingency Leadership Model of 1967 were suggested to be combined or applied in organizational formation to enhance service delivery to society. While this study by Hafid *et al.* (2020) provides valuable insights into the influence of leadership style as a moderator of public service delivery, this study will go further to study leadership style as a moderating variable between succession planning practices and service delivery in the Counties in Western Region of Kenya.

Li *et al.* (2022) carried out a research on the importance of leadership style in promoting the delivery of public services within the municipal governments of China. The research was to be acquainted with the ways various leadership styles affect the effectiveness and efficiency of the delivery of services by the government. The authors have used a mixed-methodology to collect the data in the form of surveys, among 540 government officials, and interviews with the key administrative officials. The results showed that transformational leadership played an important role in enhancing service delivery in the public since it promoted a culture of accountability and innovation among employees. Moreover, transactional leadership was discovered to perform well in the environment where strict regulations and protocols should be followed. This paper will give information on the effects of various leadership styles on a highly regulated public sector, and this research will be based on the findings by exploring leadership style as a moderating factor between service delivery and succession planning practices in the Counties in Western Region of Kenya.

A similar research was carried out by Akparobore and Omosekejimi (2020) to examine organizational structure, moderating role of leadership styles and service delivery among library employees in academic libraries in South, Nigeria. This research tried to determine the leadership style used by most members of the university library management, the leadership style that is most favorable to productivity and effective service delivery, and the major leadership attributes that make the members effective. The research employed the descriptive survey research design in which the sample population consisted of 672 library employees working in 23 university libraries in the South of Nigeria and employed total enumeration sampling. The use of structured questionnaires was used in data collection where 623 questionnaires were completed and found to be usable giving a response rate of 93. The results showed that the autocratic leadership style was mostly exercised. Nonetheless, most of the library employees indicated that democratic leadership style, should the management adopt it would contribute to the job productivity and its effectiveness. Also, major leadership traits that were identified by employees were dedication, job enthusiasm, strong



communication, good decision-making and proper delegation of authority. Although this research illuminates the dynamics of leadership style and service delivery, this research will be put into perspective outside of the academic libraries, and leadership style will be viewed as a moderating factor between succession planning practices and service delivery in the Counties in Western Region of Kenya.

Juma et al. (2023) examined how participative type of leadership affects the delivery of public health service in County governments within the Western part of Kenya region, especially how this can help it address the challenges of low health service delivery credited to devolution, low pay, and poor working environment. The survey was conducted based on the theory of participative leadership, which presupposed a positivist approach and both descriptive survey and causal-comparative research design. The study population consisted of 966 staffing personnel including different administrative positions and health service providers in four Counties, which included Bungoma, Busia, Kakamega, and Vihiga. Primary data collection involved structured questionnaires and interview schedules, with qualitative data analyzed through content analysis and quantitative data through descriptive and inferential statistics using SPSS Software version 26. The study's hypothesis testing was conducted at a significance level of 5%. Results revealed a significant positive relationship between participative leadership and public health service delivery, with participative leadership explaining 60.4% of the variance in service delivery. This study will go further to use leadership style as a moderating variable between succession planning practices and service delivery in the Counties in Western Region of Kenya.

2.2.3 Service Delivery

Ernst and Young (2019) conducted a study examining the drivers of effective service delivery in the public sector across various countries. The study focused on identifying best practices that enhance the efficiency and responsiveness of public services. The researchers utilized a mixed-method approach, combining survey data from public sector employees and in-depth case studies from several countries. The findings indicated that the integration of technology, employee training, and a customer-centric approach significantly improve service delivery. The study emphasized the importance of continuous innovation and stakeholder engagement in achieving high service standards. While Ernst and Young (2019) provides a comprehensive analysis of service delivery drivers, this research will specifically focus on how these drivers can be applied within the context of Counties in Western Region of Kenya.

Siddiqui (2015) examined how reforms in the administration had an effect on service delivery in South Asia. The purpose of the study was to cognize the impacts of governance structure and processes reform on quality and accessibility of public services. As a quantitative research design, the data was gathered using surveys that were distributed to government officials and receivers of the services in India, Pakistan, and Bangladesh. The analysis showed that the decentralization, transparency and accountability reforms exhibited positive relationship with improved service delivery. The research indicated that reform initiatives should be monitored and evaluated continuously in order to maintain the improvement of service delivery. In this study, the researchers will build on these findings by analyzing the specific reforms at the Counties in Western Region of Kenya and how they affect service delivery.

The study by Amankwah-Amoah et al. (2019) investigated the conditions of effective service delivery in Ghanaian public sector. The research involved the contribution of leadership, organizational culture, and employee competence towards improved service delivery. The qualitative research strategy was used to collect data by interviewing the key stakeholders in different public sector organizations. The results showed that the key in successful service delivery was transformational leadership, favorable organizational culture, and ongoing training of employees. Bureaucratic hurdles were also found to be a major challenge to service delivery in this study. The study will be based on these findings by investigating the impact of these factors on service provision in the Counties in Western Region of Kenya.

Musabayana et al. (2022) investigated the connection between service delivery in local governments and citizen participation in Zimbabwe. The research was meant to comprehend the impact of citizen involvement in decision making on the quality and responsiveness of the government services. A mixed-methods research design was used to gather data, which was collected in the form of surveys and focus groups interviews with the members of the community and the local government. The positivity of the correlation between the participation of the citizens and the delivery of services was observed in the analysis where the greater the involvement the greater the customized and effective services are. The study will build upon these findings by determining whether participation by citizens in improving service delivery by Counties in Western Region of Kenya.

The study by Kimani et al. (2022) focused on the issue of factors affecting service delivery in Kenyan county governments. The researchers were established on the effects of resource distribution, leadership, and employee motivation on the service delivery to citizens. A descriptive research design was used to gather data in the form of surveys conducted on employees to county governments and consumers of the services. The results showed that sufficient allocation of resources, good leadership and high motivation of employees were key to good service delivery. The other issues that have been identified through this study are the problem of corruption and poor infrastructure. This



research will further investigate these factors within the Counties in Western Region of Kenya, with a particular focus on how succession planning practices can address these challenges and improve service delivery.

III. METHODOLOGY

3.1 Research Design

The research design chosen for this study comprised descriptive and cause-and-effect designs. Descriptive design is appropriate as it allows for the collection of comprehensive data on prevailing practices, perceptions, and outcomes. In this case, this is information related to succession planning and service delivery across the selected Counties. The cause-and-effect design aims to investigate potential causal relationships between variables, in this case, corporate mentorship and service delivery within County governments. The study examined the associations between the independent and dependent variables and this design enabled the identification of patterns or trends that may suggest causal relationships between the two constructs.

3.2 Study Area

The focus of this study was on the Counties within the Western Region, Kenya. The Western Region, Kenya comprises four Counties, including Kakamega, Bungoma, Busia, and Vihiga. The Western Region of Kenya was selected as the study area due to the demographics of its workforce in the County governments. In Kakamega, Vihiga, Busia and Bungoma Counties, the labor force is ageing, making it important to invest in succession planning practices to ensure sustained service delivery (Mwandihi, 2019)

3.3 Target Population

The target population for this study was a total of 243 managers at the County Government of Kakamega, Vihiga and Busia. These included top (the Executive Committee Members), middle (Chief Officers) and low-level managers (Directors and Functional Heads) at the institution.

3.4 Sampling and Sample Size

The study used stratified random sampling. To use stratified sampling for the given target population, the study aimed at ensuring that each subgroup (stratum) within the population is adequately represented in the sample. The three strata were based on management levels (Top Level Managers, Middle Level Managers, and Low-Level Managers) across three counties (Kakamega, Vihiga, and Busia). The goal was to obtain a representative sample from each subgroup. In determining the appropriate sample size for a study, this study employed Yamane's formula (1967) for sample size calculation which is recommended for studies that require a probability proportion. The sample size was 151 respondents

3.5 Data Collection Tools and Procedure

The study used structured questionnaires with a five-point Likert scale (1-Strongly Disagree to 5-Strongly Agree) to gather primary data. Interviews were also administered as a data collection tool. They were used with top management (the executive committee members). To ensure reliability and validity, a pilot test was conducted with a subset of the target population. The study administered the questionnaires to the top, middle and low-level managers of Bungoma County which is one of the Counties in Western Region, Kenya. The study used the Cronbach's alpha method to check how reliable and consistent the study tools were for gathering data. The study used face and content validity tests to find out if the tool was valid.

3.6 Data Analysis

Statistical Package for the Social Sciences (SPSS) 28 made it easier to do statistical analysis, which included both descriptive and inferential statistics. The mean, standard deviation, frequencies, and percentages were all examples of descriptive statistics. Simple linear regression was used to test the first null hypothesis. The study used hierarchical regression analysis to look at how the leadership style affects the link between corporate mentorship and service delivery. The findings were displayed in tables and models aligned with the study's objectives.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 Z + \beta_3 X_1 Z + \varepsilon$$

Where;

Y = Service Delivery (Independent Variable)

B_0 = Constant

β_1 to β_3 = Regression Coefficients

X = Corporate mentorship (Independent variable)

Z = Leadership styles' principles (the moderating variable)



X_1*Z = the interaction term between the independent variable and the moderating variable
 ε = the error of term.

3.7 Ethical Considerations

A researcher conformed to principles that relate to ethical considerations when conducting any research. The researcher ensured non-harming of participants during the research process, respect for the dignity of the participants, consent from participants before commencement of the study, anonymity of the participants and confidentiality of data

IV. FINDINGS & DISCUSSION

4.1 Descriptive Analysis

4.1.1 Corporate Mentorship

The sampled respondents were provided with five statements related career growth and development. Relevant results are shown in Table 1.

Table 1

Corporate Mentorship

No.	Statements	5 f(%)	4 f(%)	3 f(%)	2 f(%)	1 f(%)	Mean	SDV
1	The human resource department prioritizes job rotation as an effective method for mentorship	33 (38)	53.9 (62)	8.7 (10)	4.3 (5)	0 (0)	4.16	0.76
2	Coaching is readily available to employees' seeking mentorship and guidance.	31.3 (36)	50.4 (58)	11.3 (13)	4.3 (5)	2.6 (3)	4.03	0.92
3	My organization organizes for structured socialization sessions for mentorship purposes.	33.9 (39)	54.8 (63)	7.8 (9)	2.6 (3)	0.9 (1)	4.18	0.76
4	Informal discussions are actively promoted for knowledge sharing among employees	31.3 (36)	53 (61)	13 (15)	2.6 (3)	0 (0)	4.13	0.73
5	We encourage collaboration between younger and older workers to facilitate mentorship opportunities.	64.3 (74)	22.6 (26)	8.7 (10)	4.3 (5)	0 (0)	4.47	0.83

Note: 1- Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree, SDV=Standard Deviation

The outcomes of the answers in Table 1 on Corporate Mentorship show that the perception towards the mentorship practices in the organization is generally positive. Job rotation as a way of mentorship was also rated as favourable with 33% of the respondents strongly agreeing and 53.9% agreeing. The average of 4.16 and the standard deviation of 0.76 indicate that job rotation as a technique of mentorship is well understood and acceptable to people as a viable tool. The optimistic view of job rotation (mean score 4.16) is reminiscent of Neupane (2015), who discovered that coaching, which is a related dimension to job rotation, had a positive effect on the performance of employees. Job rotation helps in experiential learning and introducing the employees to various organizational functions, which helps in developing a skill and are also adaptable. The practice can be compared to the results of Manzi et al. (2017), who emphasized coaching as one of the mentorship mechanisms to develop leadership and accountability in Africa.

Most of the respondents (31.3% strongly agree, 50.4% agree) hold that coaching is easily accessible to employees who require mentorship and guidance. The mean score of 4.03 with a standard deviation of 0.92 means that even though it is generally perceived that coaching is accessible, it is possibly that there is a little more diversity in personal experience of coaching. This aligns with the issues that are pointed out by Sibanda and Chikomba (2021) and Wanjohi et al. (2023) that are resource-based and imbalanced access to mentorship opportunities. This gap can be overcome by ensuring that there is equal access to coaching based on the clear policy and adequate resources, especially in the Kenyan public sector setting. For the structured socialization sessions on mentorship, 33.9% of participants strongly agreed and 54.8% agreed, resulting in a mean score of 4.18 and a standard deviation of 0.76. This implies that employees tend to value structured socialization on mentorship, which implies that there is a positive organizational culture in that aspect. These results are similar to the focus of Sibanda and Chikomba (2021) on the importance of mentorship programs in increasing the morale and job satisfaction of employees. The mentorship takes place on a structured basis through socialization, which offers formal avenues, and informal discussions through the culture of knowledge sharing and collaboration, managing the diversity in perceptions of coaching accessibility.

Sharing of knowledge is encouraged on an informal basis with 31.3% highly agreeing to and 53% agreeing. The overall score and standard deviation of 4.13 are 0.73 that indicates that the focus on informal mentorship opportunities is strong, although, the agreement is a bit lower than on more formal mentorship activities. The most assertive was the promotion of partnership between the younger and older employees to mentor. The majority (64.3% strongly agree, 22.6% agree) of those who support this initiative is big with the mean score of 4.47 and the standard deviation of 0.83.



It is also a sign of a high opinion about the importance of cross-generational mentorship and cooperation in the organization. The endorsement of the cross-generational mentorship (mean score 4.47) is correlated with Smith and Ingram (2018), who also stated the significance of structured and continual mentorship to develop careers and remain loyal to the organization. Knowledge transfer, increased organizational learning and career development are supported by cross-generational collaboration, which is indicated by the greatest agreement in Table 4.7. The findings help to conclude that the implementation of the formal mentorship schemes aimed at generational collaboration could be instrumental in increasing organizational unity and employee development.

The findings illustrate that there is a favourable attitude towards the practices of corporate mentorship within the organization with the focus being placed on the development of formal and informal mentorship. The most frequent mean score (4.47) stands at the cooperation of younger and older workers, which shows that the cross-generational collaboration as a mentorship is greatly appreciated. There was also a high level of support of other mentorship practices including job rotation, coaching and structured socialization where mean scores are between 4.03 and 4.18 demonstrating overall satisfaction regarding these programs. The focus on such practices as job rotation, cross-generational collaboration, and systematic socialization is consistent with Wanjohi et al. (2023), who found mentorship to be an important aspect in service delivery in government ministries. The practices facilitate knowledge sharing, leadership growth, and retention of employees- which are important aspects of successful succession planning.

The interview results indicated that corporate mentorship is an important practice in leadership development, transfer of knowledge and employee performance. The counties can develop future leaders and enhance the overall effectiveness of the workforce by assigning less-experienced employees to mentors. Mentorship offers a knowledge transfer and professional development channel that will keep employees sufficiently ready to handle their future duties.

CEC1: We have a formal mentor system in which the older employees mentor the younger ones. This assists in passing on new vital information and also equips the up-and-coming leaders with increased responsibility. (CEC 1 10/06/2025)

CEC1 emphasizes that the county has a well-organized mentorship program, which deals with older mentoring of younger employees. This is a methodical process of imparting valuable knowledge and skills that are considered critical to the organization to the inexperienced staff in a deliberate and systematic way that will present an expertise and leadership continuum within the organization. CEC1 focuses on the long-term vision of the program by placing an emphasis on the way that future leaders should be prepared to have greater responsibility. Such a proactive approach does not only enhance the leadership pipeline but as well builds a sense of confidence in the younger employees so that at a time a need comes; they are able to fit into an advanced role. This would make an organization resilient and sustainable since leadership succession is properly planned and supported.

CEC3: "We have an official mentorship program, which cuts across all departments. This guarantees the development of leadership at every level of the county government. (CEC 3 10/06/2025)

CEC3 has highlighted the nature and design of the mentorship program, whereby it is designed to cut across all the departments in order to develop leadership skills at every level of the organization. This means that there has been a conscious move to institutionalize the leadership development into the organizational culture and have a pool of competent leaders who can create a lasting legacy to the growing and leadership aspirations of the county.

CEC5: "We integrate formal mentorship with P2P learning. This assists in building a team spirit in which the employees are able to share ideas and learn among themselves. (CEC 5 10/06/2025)

CEC5 emphasized the integration of formal mentorship and peer to peer learning which created collaborative atmosphere in which employees are able to share new knowledge and learn through each other. It is not only effective in improving employee-to-employee sharing of skills, but also fosters a sense of teamwork and camaraderie among employees, which leads to an organizational culture of support, which supports innovation and staff development.

CEC7: "Our mentorship program will concentrate on both the technical and soft skills and make sure that employees are not one-sided but all-round, able to address the challenges of the work in the sphere of public service. (CEC 5 10/06/2025)

CEC7 also highlighted the holistic approach to the mentorship program, as it includes technical and soft skills. With the focus on technical competencies and interpersonal abilities, the county can be sure that employees will be ready to cope with the challenges of the public service. This balance equips employees with a skill to perform both the task and relationship-oriented skills of their job and hence better service delivery.

4.1.2 Leadership Styles

The sampled respondents were provided with five statements related to the leadership styles. The relevant results are as shown in Table 2.



Table 2
Leadership Styles

No.	Statements	5 f(%)	4 f(%)	3 f(%)	2 f(%)	1 f(%)	Mean	SDV
1	My organization explains to subordinates what to do if they want to be rewarded for their work.	29.6 (34)	57.4 (66)	12.2 (14)	0.9 (1)	0 (0)	4.16	0.66
2	My organization provides rewards when subordinates reach their goals.	36.5 (42)	55.7 (64)	5.2 (6)	2.6 (3)	0 (0)	4.26	0.68
3	Management helps subordinates to develop themselves.	22.6 (26)	60.9 (70)	15.7 (18)	0.9 (1)	0 (0)	4.05	0.65
4	Management encourages subordinates to think about old problems in new ways.	22.6 (26)	58.3 (67)	19.1 (22)	0 (0)	0 (0)	4.03	0.65
5	The organization asks no more of others than what is absolutely essential.	26.1 (30)	60.9 (70)	10.4 (12)	2.6 (3)	0 (0)	4.10	0.68

Note: 1- Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree, SDV=Standard Deviation

Table 2 of the answers on Leadership Styles gives details on how the respondents view the leadership style within their organization. On the clarity of expectation on reward receiving, there was a strong and agreement of 29.6% and 57.4% respectively, with a mean of 4.16 and a standard deviation of 0.66. This indicates that most of the respondents believe that their organization is very successful in communicating what subordinates have to do to get rewards and that agreement on the sample is relatively steady. Following the example of Hafid et al. (2020), the leaders operating in the transactional setting can effectively motivate employees by setting clear guidelines and expectations. The clearness of reward expectations is also a source of employee motivation which leads to higher levels of performance and better service delivery because employees know what is expected of them which they can deliver in turn.

Questions regarding rewards on meeting goals gave an answer that was strongly agreeing by 36.5 percent and agreeing by 55.7 percent giving a mean score of 4.26 with a standard deviation of 0.68. These findings show that the respondents tend to think that their organization does offer the right rewards when subordinates meet their targets. This is in line with transactional leadership that aims at offering rewards as a way of strengthening the behaviors desired. With the focus of transactional leaders on extrinsic motivation (e.g., rewards, bonuses) to ensure high performance, this high score proves that employees experience recognition and motivation when they achieve organizational objectives.

The comments on management aiding in developing the subordinates were supported by 22.6% strongly agreeing and 60.9% agreeing. The standard deviation of 0.65 and the mean score of 4.05 indicate that development is important but the degree of consensus is lower than other aspects of leadership. Abbas and Asghar (2010) state that transformational leadership plays a significant part in skill development and employee motivation. The low score here can be an indication that even though the management is aware of the role of personal development, more attention is required to incorporate schooling of professional growth programs across the entire organization.

On whether management should persuade the subordinates to solve the old problems differently, 22.6% strongly agreed, and 58.3% agreed, with the average score of 4.03 and the standard deviation of 0.65. This implies that although there is a positive reinforcement of innovative thinking, the reaction is not highly supported as the other leadership qualities. Transformational leadership is a model that can promote innovation since employees are motivated to be more aggressive in breaking the tradition and to think outside the box, as mentioned by Hafid et al. (2020). This comparably lower result may suggest that the organization has further opportunities to evolve the culture of innovation and adoption of new strategies of addressing problems, which will be effective in service delivery and organizational flexibility.

On the statement that the organization does not expect more than necessary of those around it, 26.1% strongly agreed, 60.9% agreed, the mean of 4.10, and a standard deviation of 0.68. This implies that most of the respondents believe that their organization does not have unrealistic expectations of its staff. This leadership style as Juma et al. (2023) discovered in their research on participative leadership leads to mutual understanding and job satisfaction. The positive attitude towards realistic expectations will, presumably, serve the purpose of employee well-being, job satisfaction, and improved service delivery since the employees will feel encouraged to fulfill the attainable expectations without being overworked.

The findings are favourable of the styles of leadership in the organization, especially concerning the clarity of rewards, goal attainment, and realistic expectations upkeep. The average scores of all statements are over 4.00, and that is why, the general attitude is positive toward the leadership practices that are described. The personal development statement had the least mean score (4.05) and standard deviations were comparatively stable (0.65 to 0.68), which shows that there was moderate agreement among the respondents. This implies that although leadership practices are perceived to be positive, slight emphasis on personal development is made than the reward-based systems and expectations.



Interview session revealed that leadership styles have a huge impact on the management of a given organization, employee motivation, and support. Leadership styles in the context of the county governments in the public sector can directly influence the delivery of services, the morale of employees and the performance of the organization. Employees are motivated using different styles of leadership that include transformational, participative and servant among others, where various styles are applied to steer the organization towards the accomplishment of its objectives.

CEC1: *"We combine transformational and servant leadership styles. The leaders who lead the teams make their needs a priority and lead them to a common vision (12th August 2025)*

CEC1 focuses on transformational and servant leadership styles in which the leaders inspire their staffs with vision and consider their needs first. This two-level strategy will mean that the employees are encouraged to strive towards the company-wide achievements but at the same time, the development of employees on the personal and professional level is not neglected. This kind of style brings about trust, loyalty, and long-term commitment among the employees hence it is an efficient strategy in any setting of a public service which requires innovation as well as cooperation.

CEC2: *CEC is to a large extent a participatory leadership. We are team players, and we want to hear and get feedback at every level of staff. (12th August 2025)*

CEC2 emphasizes on a participatory approach to leadership, which is based on mutual decision making and processes. This is a strategy that acknowledges the contribution of all levels of employees and this produces a feeling of ownership and responsibility in the organization. Participatory leadership inspires morale as it empowers the employees to be part of decision making, and this leads to creative ways of solving complex problems in service delivery.

CEC4: *"We are a mix of transformational and transactional leadership. Our mission is to create creativity and innovativeness and at the same time, we concentrate on the outcomes and efficiency. (12th August 2025)*

CEC4 is a hybrid of both transformational and transactional leadership styles, which balances the need to encourage creativity and the need to keep the focus on the results. The transformational element promotes creativity and innovation whereas the transactional element promotes accountability, productivity, and goal achievement. This is a hybrid strategy that enables the county to be creative and achieve its developmental and service delivery goals.

CEC5: *"The style of leadership that we have is collaborative. We make sure that employees are empowered and are made to own their work and this enhances motivation. (12th August 2025)*

CEC5 places emphasis on collaborative leadership, where employees are empowered and entrusted with ownership of their tasks. This empowerment enhances motivation and productivity by giving staff a sense of purpose and control over their responsibilities. Collaborative leadership is particularly effective in public administration, as it promotes teamwork, mutual respect, and shared responsibility

4.1.3 Service Delivery

The sampled respondents were provided with three statements related to service delivery in Counties in Western Region, Kenya. The relevant results are as shown in Table 3.

Table 3
Service Delivery

No.	Statements	5 f(%)	4 f(%)	3 f(%)	2 f(%)	1 f(%)	Mean	SDV
1	Our County ranks highly when it comes to citizen satisfaction	61.7 (71)	32.2 (37)	6.1 (7)	0 (0)	0 (0)	4.56	0.61
2	Our organization has set a benchmark for quality services in our sector	47 (54)	47.8 (55)	4.3 (5)	0.9 (1)	0 (0)	4.41	0.62
3	Our services are inclusive for all our citizens	52.2 (60)	45.2 (52)	2.6 (3)	0 (0)	0 (0)	4.50	0.55
4	Our citizens have access to round-the-clock services, whenever they require them	47.8 (55)	46.1 (53)	6.1 (7)	0 (0)	0 (0)	4.42	0.61
5	Continuous improvement is ingrained in our service delivery approach	44.3 (51)	47 (54)	7.8 (9)	0.9 (1)	0 (0)	4.35	0.66

Note: 1- Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree, SDV=Standard Deviation

Table 3 of the responses on Service Delivery in Counties in the Western Region of Kenya. The mention concerning the ranking of the county with regard to its level of citizen satisfaction was highly approved with 61.7% and 32.2% of the respondents strongly agree and agree respectively. This made the average score be 4.56 and standard deviation 0.61 which means that the responses are strongly agreed upon and there is not much variation in responses. This is an indication that the citizens are still not dissatisfied with the services in their county. When they were asked whether the organization has established a standard of quality services delivered, 47% strongly agreed, and 47.8% agreed



and the mean score was 4.41 with a standard deviation of 0.62. This implies that most respondents feel that their county has set standards of quality service even though some respondents differ on the same.

The question about the inclusiveness of services to all citizens had a very good reception with 52.2 and 45.2 people strongly agreeing and agreeing respectively creating a score of 4.50 and a standard deviation of 0.55. This demonstrates that the services are generally seen to be inclusive and there is a comparatively steady level of concurrence. Regarding the ability to access services at any time, 47.8% had a strong agreement, and 46.1% agreed, which resulted in a standard deviation of 0.61 and a mean of 4.42. It is a positive perception of the access to services but the average score here is slightly less than on the citizen satisfaction and inclusiveness factors. The statement regarding unrelenting improvement on service delivery also received good response with 44.3% strongly agreeing and 47 percent agreeing with the statement and the mean of 4 was 4.35 with standard deviation of 0.66. This implies the concept of continuous improvement is well entrenched in the service delivery practices, though with some variation in the replies.

The findings show that there was a high degree of satisfaction with service delivery in the counties. All the statements have mean scores of more than 4.00 indicating that there is strong agreement with the assertions of service quality, inclusivity, accessibility and continuous improvement. The greatest mean score (4.56) was connected to citizen satisfaction meaning that respondents are satisfied with the services they provide. The average deviations (0.55-0.66) indicate the moderate level of agreement with a little amount of variation in answers, especially concerning the presence of round-the-clock services and constant improvement. Findings of the interviews indicated that service delivery is the final aim of the county governments since it has a direct influence on the welfare of the citizens. Efficiency, accessibility and responsiveness are some of the characteristics of an effective service delivery. The counties should be able to ensure that their services are of good quality, readily available, and address the needs of the community.

CEC1: *"We have automated our operations so that efficient delivery of services takes place. To monitor the progress and to make it as necessary, we have established performance monitoring systems such as customer feedback by way of online review. (12th August 2025)*

CEC1 emphasized the significance of efficiency and performance check in service delivery. The county makes sure the services are offered in a timely and effective way by simplifying the process and introducing performance monitoring systems. This is a strategy that reduces delays in addition to supporting continuous improvement as it is a way of identifying areas that require an adjustment to improve on the overall quality of services.

CEC3: *"Our strategy is performance-based. It is how we make sure that our services are as required by the community, we always evaluate them and make improvements as needed. (12th August 2025)*

CEC3 emphasizes the focus on results because services should be designed to address the needs of the community. The county is responsive to the feedback provided by the citizens and evolving priorities, as there is a consistent evaluation of the service delivery and the required improvement. This result orientation will make sure the resources are well used in meeting the most urgent needs of the population.

CEC5: *"One of the major features of our service delivery model is accessibility. We make sure that we provide services to every section of the population, both marginalized and vulnerable. (12th August 2025)*

CEC5 considers accessibility and inclusivity to be important elements of service delivery. To be able to make sure that the services are accessible to all population groups, marginalized and vulnerable groups being taken into consideration, demonstrates a concern with equity and social justice. This will bring about trust and help not to leave behind a certain community, which will be in line with the overall developmental objectives.

CEC7: *"We employ technology to enhance productivity in service provisions. E-governance systems assist us in cutting down on the waiting time and availing services to citizens quicker. (12th August 2025)*

CEC7 emphasizes the use of technology in improving service delivery. Through digital opportunities, the county not only shortens wait time but also makes service provision to citizens more efficient and quick. The adoption of technology does not only make operational efficiency easier but also the citizen experience more user-friendly and more easily available.

4.2 Inferential Statistics

The study sought to determine the moderating influence of leadership styles on the relationship between corporate mentorship and the performance of county service delivery in the Western Region of Kenya. Hierarchical regression analysis was employed to test this relationship in three stages.

**Table 4***Hierarchical Regression Model Summary*

Model	R	R ²	Adj. R ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.600 ^a	.360	.355	.3477	.360	63.684	1	113	.000
2	.712 ^b	.508	.499	.3065	.147	33.479	1	112	.000
3	.755 ^c	.569	.558	.2879	.062	15.907	1	111	.000

a. Predictors: (Constant), Corporate mentorship

b. Predictors: (Constant), Corporate mentorship, Leadership style

c. Predictors: (Constant), Corporate mentorship, Leadership style, Corporate mentorship* Leadership style

The results of the first model in which corporate mentorship was the only predictor yielded a correlation coefficient (R), which was 0.600 and R² was 0.360, meaning that corporate mentorship was by itself the best predictor of county performance, explaining 36.0% of the variation in county performance. The model was found to be statistically significant (F(1,113) = 63.684, p=0.001) implying that corporate mentorship had a positive and significant effect on performance. A second model was added where leadership style was used as an extra predictor. R value was also increased to 0.712 and the R² was 0.508 which means that the two variables together explained 50.8 percent of the variance in performance. The difference in the R² ($\Delta R^2 = 0.147$) was also significant (F(1,112) = 33.479, p=0.001), and it means that the leadership style had a strong direct impact on the county service delivery performance. In the third model, there was a moderation test in which the interaction term between leadership style and corporate mentoring was added. The model produced an R of 0.755 and R² of 0.569 implying that 56.9 percentage of the variation in performance was accounted when the interaction term was incorporated. This change in R² (0.062) was found to be significant (F(1,111) = 15.907, p<0.001), which proves that the role of leadership style had a very strong influence of intervening the relationship between corporate mentorship and performance. It means that the positive impact of corporate mentorship on county service delivery performance is supported in case effective leadership styles are implemented.

Table 5*Regression Coefficient of Moderating Influence*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.583	.236		10.964	.000
	Corporate mentorship	.444	.056	.600	7.980	.000
2	(Constant)	1.522	.277		5.497	.000
	Corporate mentorship	.329	.053	.445	6.222	.000
	Leadership style	.374	.065	.414	5.786	.000
3	(Constant)	-3.919	1.389		-2.822	.006
	Corporate mentorship (CM)	1.662	.338	2.248	4.919	.000
	Leadership style (LS)	1.713	.341	1.894	5.022	.000
	CM*LS	.326	.082	2.740	3.988	.000

a. Dependent Variable: Performance

In Model 1, corporate mentorship was positively and significantly correlated with performance (B = 0.444, t = 7.980, p < 0.001), which means that those counties where mentorship programs are organized have better outcomes in service delivery. In the introduction of leadership style in Model 2, corporate mentorship (B = 0.329, t = 6.222, p < 0.001) and leadership style (B = 0.374, t = 5.786, p < 0.001) are still positive and significant predictors of performance. This implies that the leadership style has a direct and significant impact on improvement of the county performance, in addition to the performance of the mentor.

In the Model 3 that involved the interaction term of corporate mentorship and leadership style (PD*BE), all predictors were statistically significant. The interaction term coefficient was positive and significant (B = 0.326, t = 3.988, p < 0.001), which proves that the style of leadership influences the relationship between corporate mentorship and performance significantly. The significant positive coefficients of both corporate mentorship (B = 1.662) and leadership style (B = 1.713) also indicate that the interaction between the two variables has a stronger impact on performance when either of the two variables is not taken into account. Table 5 indicates that the regression coefficient would result in the regression of the following regression model:

$$Y = -3.919 + 1.662X_1 + 1.713Z + 0.326X_1Z$$

**Where:**

Y=The service delivery in Counties in Western Region, Kenya

X₁=Corporate mentorship

Z= Leadership styles

4.3 Discussion

The results of the current study are in line with and further build on the previous empirical literature on corporate mentorship, leadership styles, and service delivery within the framework of the public and the private sector. The hierarchical regression analysis showed that the corporate mentorship had a significant positive influence in the performance of the county service delivery in the Western Region of Kenya. The given finding supports the work of Neupane (2015), which established that the corporate mentoring positively influenced the performance of the employees in the UK hotel sector. Similarly, Smith and Ingram (2018) found that organised corporate mentorship programs enhanced employee retention and service delivery in the US technology industry, highlighting the role of mentorship as a tool that is needed to improve commitment and performance. The results of the present research could be compared with that of Sibanda and Chikomba (2021) who observed that, in the Zimbabwean public service, mentorship programs increased employee morale, skills and job satisfaction leading to better service outcomes in the face of limited resources. Also, the findings are consistent with those of Manzi et al. (2017), who demonstrated that accountability, leadership, and employee satisfaction in health systems in several African countries were enhanced due to corporate mentoring. Kimani et al. (2022) found in Kenya that mentoring also enhanced service delivery in government departments. What all these studies affirm to is that mentorship is a necessary component in the improvement of performance and service quality, particularly in public institutions, where the mentorship programs have a structural effect on the institutional capacity and staff competency. The null hypothesis (H01) in this research was rejected in the study which justifies the importance of service delivery by corporate mentorship in counties within the Western Region of Kenya.

In addition, moderating effects of the leadership style were found to be significant implying that leadership style strengthens the relationship between corporate mentorship and performance. This is in line with the results of Hafid et al. (2020) who have found that leadership style contributed to the effectiveness of the public service systems of Indonesia, particularly when it is led by transformational and participative leadership models. Li et al. (2022) also found that transformational leadership improved the performance of the Chinese government in providing services to its citizens as it provides workers with creativity, accountability, and motivation. Abbas and Asghar (2010) also demonstrated that transformational and transactional leadership approached significantly enhanced the performance of hospitals in Pakistan, but laissez-faire leadership was less significant. The results of the current research support the study by Akparobore and Omosokejimi (2020) who have shown that organisational productivity and service efficiency in university libraries in South Nigeria were fostered by the democratic leadership styles. Similarly, Juma et al. (2023) found that participative leadership had a significant positive impact on the delivery of public health services in Western Kenyan counties, explaining the high percentage of performance difference. All these studies support the conclusion that leadership style has a strong impact on the effectiveness of mentorship programs and service performance in general. As a result, the fact that the second null hypothesis (H02) of this study was dismissed supports the fact that the leadership style plays a significant role in determining the connection between corporate mentorship and service delivery. The counties that had conducive organizations with participative or transformational leaders showed improved performance results of corporate mentorship schemes. This demonstrates the significance of integrating effective leadership styles and mentoring initiatives to bring about lasting transformation on how the county governments deliver services to the citizens.

V. CONCLUSION & RECOMMENDATIONS**5.1. Conclusion**

The research found that corporate mentorship effects positively the performance of the county service delivery in the Western Region of Kenya to a significant extent. The style of leadership was also reported to play a leading and independent role on the performance outcomes. Better still, the relationship between corporate mentorship and the leadership style was also considerable and this means that performance is moderated by the leadership style. This implies that effective counties with mentorship programs do better in terms of service delivery when under supportive practices of transformational leadership. According to the findings, leadership style increases effects of mentorship as well as provides enabling environment in which knowledge sharing, staff motivation, and better accountability in service delivery can be achieved. The null hypotheses were hence rejected.



5.2. Recommendations

According to the findings, the county governments are advised to institutionalize formal corporate mentorship programs that are used to nurture employees on their professional and managerial competencies. There should also be intensification of leadership development programs to enhance transformational and participative forms of leadership which facilitate mentorship programs. To maintain continuity in growth in professional development and service delivery, county executives ought to employ mentorship and leadership training in their policies on human resource. Moreover, the mentorship programs are to be coordinated with the strategic service delivery goals whereas leaders are to be promoted to lead by example which influences innovation, team work, and dedication among the county employees.

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