

**WORK CULTURE AND GOVERNMENT OF KENYA SERVICE DELIVERY
INITIATIVE: A CASE STUDY OF HUDUMA CENTER IN NAIROBI COUNTY**

BY

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**A Project Research submitted in partial fulfillment of the requirements for the award of
the Degree of Master of Business Administration in the department of Human Resource
Management and the school of Business
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DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

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DEDICATION

I dedicate this work to my late mother Linah Kiptoo, my children Leslie, Ethan and Tatiana and to my husband Philip ,may this work be a living proof that hard work, patience, persistence, and prayers can make you actualize your dreams. I honor Dr Kimani Gichuhi and Dr. Wanjiru Nderitu for the immense support throughout the journey.

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TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGMENT	iii
LIST OF TABLES	vii
ABSTRACT	ix
DEFINITION OF TERMS	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
1.2Background of the Study	1
1.21 Government Service Delivery Initiative	4
1.2.2 Work Culture	7
1.3 Statement of the Problem.....	13
1. 4Purpose of the Study	14
1.4 .1Objectives of the Study	14
1.5 General Objectives of the Study	15
The specific objectives of this study were;.....	15
1.6 Significance of the Study	15
1.7 The Scope of the Study	16
1.8 Delimitations of the Study	16
1.9 Limitations of the Study.....	17
1.10 Assumptions of the Study	17
1.11 Theoretical Framework.....	17

1.11.1 Equity Theory	17
1.11.2 Schein's Theory of Organizational Culture.....	19
1.11.3 The Theory of Organizational Excellence	20
1.12 Conceptual Framework.....	21
CHAPTER TWO	23
LITERATURE REVIEW	23
2.1 Introduction.....	23
2.2 Empirical Review.....	23
2.2.1 Organizational Communication and Government Service Delivery	23
2.2.2 Teamwork and Government Service Delivery	25
2.2.3 Employees' Commitment and Government Service Delivery.....	29
Table 2.1 Summary Empirical Research and Research Gaps.....	31
CHAPTER THREE:.....	35
RESEARCH METHODOLOGY	35
3.1 Introduction.....	35
3.2 Research Design.....	35
3.3 Research Site.....	35
3.4 Target Population.....	35
3.5 Sampling Procedure	36
3.6 Data Collection	36
3.6.1 Data Source.....	36
3.6.2 Data Collection Instruments	36
3.6.3 Data Collection Procedure	37
3.6.4 Pilot Testing	38
3.6.5 Reliability of the Study Instruments	38
3.6.6 Validity of the Study Instruments	38

3.7 Data Analysis and Presentation	39
3.8 Ethical Considerations	39
Table 4.6 Teamwork and Government Service Delivery.	48
4.5.3 Employee commitment and Government Service Delivery	52
4.5.4 Service Delivery and Government Service Delivery.....	55
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	61
5.1 Introduction.....	61
5.2 Summary of Study Findings	61
5.3 Conclusions of the study.....	64
5.4 Recommendations; only two astute points’	65
5.6 Suggestion for Further Studies.....	65
REFERENCES.....	66
APPENDIX I: QUESTIONNAIRE	79

LIST OF TABLES

Table 2.1 Summary Empirical Research and Research Gaps.....	31
Table 4.1 Response Rate.....	Error! Bookmark not defined.
Table 4.2 Reliability Analysis.....	Error! Bookmark not defined.
Table 4.3 Distribution of respondents by Gender	Error! Bookmark not defined.
Table 4.4 Distribution of Respondents by Level of Education.....	Error! Bookmark not defined.
Table 4.5 Organizational communication.....	Error! Bookmark not defined.
Table 4.6 Teamwork	Error! Bookmark not defined.
Table 4.7 Employee commitment.....	Error! Bookmark not defined.
Table 4.8 Service Delivery	Error! Bookmark not defined.
Table 4.9 Model Summary	Error! Bookmark not defined.
Table 4.10 ANOVA	Error! Bookmark not defined.
Table 4.11 Model Regression Coefficients.....	Error! Bookmark not defined.

LIST OF FIGURES

Figure 1.1 Conceptual Framework	21
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ABSTRACT

Vision 2030 was launched in 2008 by the late President Mwai Kibaki to transition Kenya into a middle-income nation and be rapidly industrialized. It envisaged efficient government service delivery to all Kenyan citizens (Vision, 2030). For this reason, a one-stop-shop for access to all government services was developed, which was Huduma Kenya. The purpose of this study was to investigate the influence of work culture on government of Kenya service delivery initiative: A case of Huduma center in Nairobi county. The study was guided by the following specific objectives: to determine the influence of organizational communication on service delivery at Huduma Centre, to assess how teamwork affects service delivery at Huduma Centre in Nairobi County and to analyze how employee commitment affects the service delivery at Huduma Centre in Nairobi County. The study utilized the following theories, Equity theory, Schein's Theory of Organization and the Theory of Organizational Excellence. This study adopted survey research design to demonstrate how work culture influence service delivery at Huduma Centre, Nairobi. The research was carried out at GPO Huduma Centre on a sample size of 150 employees. The main data collection instrument was a structured questionnaire. The questionnaire's reliability was tested and proven by use of Cronbach alpha coefficient. Data from the targeted respondents was examined for completeness, cleaned and coded for ease of analysis. The coded data was then entered into the computer and analyzed with the aid of the Statistical Package for Social Scientists (SPSS) Version 26. The findings indicate that the Nairobi GPO Huduma Center Service Delivery is significantly influenced by work culture characteristics too scanty; your findings, conclusion; recommendations and also recommend a future study. The study concluded that communication, adaptability to change, strong leadership, and a positive work culture significantly contribute to the Huduma Center's ability to provide high-quality services. Furthermore, improving communication practices, change management strategies, and leadership development to enhance service delivery can lead to numerous benefits for organizations. The findings emphasize the significance of employee commitment, loyalty, and a shared sense of purpose in driving service excellence. The positive organizational culture and employee engagement within the Huduma Center contributes to its success in delivering satisfactory services. The study recommended that the Huduma Center leadership should develop whistleblowing protection policy to guide how feedback is received processed and managed. Continuous efforts to improve employee engagement should be a priority for the Huduma Center. In addition to town hall sessions, other areas of study that can enhance employee engagement and contribute to improved service delivery include employee recognition and rewards, training and development opportunities, promoting work-life balance, seeking employee feedback and surveys, promoting collaboration and teamwork, providing leadership support and communication, and implementing an effective performance management system. By focusing on these areas, the Huduma Center can foster a culture of engagement, motivation, and collaboration among employees, leading to improved service delivery and customer satisfaction.

DEFINITION OF TERMS

In this research, the following terms were used according to the definitions given below:

Organization Communication: Organizational communication is management component which comprises on how strategic communication plans are cascaded and the level of staff engagement through internal communications.

Teamwork: This is a work environment where is a culture of mutual support, trust, cohesiveness.

Employee Commitment: This the employee's psychological attachment to the institution which includes loyalty, work attitude and job satisfaction.

Government Initiative: This the Kenyan Government project to decentralize public services to Huduma Centers and E-Government.

E-Government: This is the digital Inclusion in service delivery and communication leveraging on technologies.

Huduma Centers- One stop shop where Kenyans access Government Services.

LIST OF ABBREVIATIONS AND ACRONYMS

ECA -Economic Commission for Africa

OSS - One-stop Shops

PO-PSM President's Office – Public Service Management

SAPs- Structural Adjustment Programmes

SPSS- Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The researcher discussed the following background of the study, statement of the problem, objectives of the study, research questions, significance, scope, and limitations and delimitation of the study on this chapter. This study sought to investigate the Influence of Work Culture of Government Service Delivery Initiative: A case of Huduma Center in Nairobi County. This study sought to find out whether Organizational Communication, Teamwork and Employee Commitment Affects Government Service Delivery.

1.2 Background of the Study

According to Anning-Dorson et al. (2020), the operation of an organization is founded on culture, which influences the quality of service provided. Excellent service delivery increases customer satisfaction and improves the organization's public image, which increases customer trust in the institution. Yirdaw (2016) says that an organization's work culture is the glue that connects human and nonhuman resources to encourage teamwork and high efficiency. The way that organizational members speak with one another and with any remaining partners is alluded to as work culture (Simoneaux and Stroud, 2019).

In Australia Current research indicates that a strong corporate culture improves employee performance, resulting in the attainment of desirable organizational goals and objectives (Laforet, 2016; Panagiotis et al. 2014). Organizational culture has a direct

correlation with customer satisfaction, net promoter index, which is the indicator of the quality of service offered by an organization. As a result, existing research supports the statement that there is a direct relationship between company culture and consumer happiness.

In Pakistan Khurshid and Awan (2017) indicates that, organizational communication has a significant impact on customer service delivery. It has been discovered that effective communication plays a vital role in increasing organizational outcomes. Communication impacts people's views and perceptions of themselves, their communities, cultures, governments, and organizations (Garnett, Marlowe, & Pandey, 2008; Pandey & Garnett, 2006). The use of efficient communication in an organization aids in the development of a strong link between employees and management, and as a result, employees are trusted, resulting in increased productivity (Aysha, et al., 2016). The influence of organizational communication is defined by how information, rules, policies, and procedures are distributed, and it can have a positive impact on a firm if management is focused on delivering high-quality goods and services for its customers (Evans & Lindsay, 2013).

According to Igbokwe, Anthony, and Elikwu, Michael (2019) in Nigeria, the public sector in Nigeria needs to develop sound bureaucratic principles in order to benefit from the NPM ideas. These principles would serve as the foundation upon which the NPM principles could be gradually embraced and nurtured. It reasons that working on specialized, administrative and authority abilities of government representatives in different services is fundamental assuming Nigeria is to profit from the managerial innovation delivered by the NPM thoughts.

According to Elaboration (2023), one of the main obstacles to the success of the e-governance system in the selected sector was a lack of training, and infrastructure like internet access was found to be the most significant and challenging issue in Ethiopia. Demissie, Ahmed, Worku, and others 2019 demonstrated that the social factors that influence the decision of delivery place incorporate responsibility, absence of freedom and dynamic force of ladies, and absence of substitute for childcare and family errands during pregnancy and labor.

Mutegi, in Kenya Nzioki and King'oriah (2021) suggests improvement of organizational culture in Huduma through law, order and accountability by the leadership .The Public Service need to formulate and implement standard Human Resource polices guidelines and code of conduct for all civil servants in Kenya to enhance change of work ethics among its members and support the business continuity in cases of unexpected occurrences like the Coronavirus pandemic. It is recommended to conduct additional research on public sector human resource practices.

1.2.1 Government Service Delivery Initiative

Kazmi (2018) define service delivery as how different processes interact with clients and service providers and how the client gains or loses value as a result. Service is an intangible economic activity that does not lead to property ownership and cannot be kept. It involves exchanging any kind of asset, including knowledge and information (Jackson, 2019). This infers that a decent help delivery procedure further develops item delivery to clients and lifts esteem. As per Schindler and Cooper (2017), service delivery is a progression of tasks completed inside a corporate setting to offer a support. As per Ven and Poole (2015), service delivery shows an organization's planned tasks and activities designated at offering viable types of assistance and products.

There is a portion of indicators that top management teams in organizations can use to track the development of a firm's service delivery initiatives that are based on the requirement to improve the organization's overall performance. Net Promoter Index and Customer Effort to Services can be used to gauge an organization's success in service delivery. Customer satisfaction continues to be critical in assessing an organization's performance in the market delivery of its services (Verhoef & Lemonk, 2015).

In African Developing countries must create frameworks in their public service sectors for implementing goals and objectives that focus on promoting growth and development (ECA, 2003; World Bank 2006). For a country to develop, there is need for a change in the process of policy development. To gain a positive impact of on technology change, good political framework and social-economic development, a country should focus on changing its strategic goal in the public sector to gear towards quality service delivery to her people. The public sector should embrace the continuous policy review,

learning and development and culture realignment in order to cope with the rapidly changing world (Odriwo, 2019).

In 2008 President, Mwai Kibaki, launched vision 2030 to transition Kenya into a middle-income nation and be rapidly industrialized. Vision 2030 envisaged efficient government service delivery to all Kenyan citizens (Vision, 2030). For this reason, an idea to create a one-stop-shop for all government services was developed, which was Huduma Kenya. For instance, before Huduma Kenya was launched, Kenyans had major challenges in accessing government service, especially in-service delivery, Kenyans were spending long hours in queues, high cases of corruption and lack of access to government services due to cartels country (Ministry of Industry, Trade, and Cooperatives, 2018).

In 2013, President Uhuru Kenyatta launched the first Huduma Kenya in GPO Nairobi. This launch enhanced service delivery because it improved the government's service delivery to the citizens. A study conducted by Njuru (2011) revealed that most African governments had introduced e-government services to enhance service delivery and promote productivity in the civil service. This study was supported by Abdalla et al., (2015) who indicated that the government of Kenya had offered poor services to Kenyans for a long time. Besides, they argued that the government of Kenya had to develop innovative ways to deliver its services, and that is why Huduma Kenya was introduced.

In 2013, the government of Kenya introduced Huduma Kenya to enhance public service delivery and act as a one-stop-shop for all government services. Huduma Kenya amalgamates all government services and offers them in one building (Abdalla et al.,

2015). In November 2013, Huduma Kenya were launched by the Government of Kenya as a strategy for public service delivery.

Driver's licenses, new business registrations, passports, processing of land title deeds, identity cards, police clearance certificates, NHIF covers, filling of KRA returns, NSSF registration, KRA PINs, and motor vehicle transfers are just a few of the services that Kenyans can get from decentralized franchises that offer wholesale government services (Ngari, 2017). According to the Ministry of Industry, Trade, and Cooperatives (2018), the staff that is deployed to the service points has received extensive training on what is expected of them in terms of exceeding customer expectations and managing the high population traffic in search of government service that is observed in these centers as citizens believe that there is a progressive and transformed civil service.

Huduma Kenya was launched to eradicate graft because the government offices had become the hotbed of corruption, and this made the government lose public trust among her citizens. For this reason, the government introduced Huduma Kenya in the following major towns; Nairobi, Mombasa, Kisumu, Thika (Mutegi, Nzioki & King'oriah, 2021). Nakuru, Eldoret, Nyeri, Kakamega, Machakos, Embu, Kitui, Siaya, Meru, Isiolo, Wajir, Turkana among others. Currently, there are 40 Huduma Kenya Centers, but according to the Ministry of Industry, Trade, and Cooperatives, there are 47 Huduma Kenya across the country (Ministry of Industry, Trade, and Cooperatives, 2018). The Ministry of Foreign Affairs and International Trade highlights five core values for Huduma Kenya i.e. innovation, transparency, courtesy, efficiency, and integrity.

1.2.2 Work Culture

Agbe'nyiga (2011) says that culture is a mental program that requires each person to respond to their environment. This term says that we might not notice culture in our everyday way of doing things, however that it is represented by a profoundly imbued mental program. Work culture is likewise connected to representative strengthening in an association (AbuAbsi et al (2019). Because it generates a high level of motivation for employees to perform to the best of their abilities in order to take advantage of the opportunities offered by the company, a positive work culture can contribute to an increase in employee performance. Shared values cause representatives to feel calm at work, arouse commitment and unwaveringness, and spur individuals to work more, further developing worker execution and occupation fulfillment while keeping an upper hand (Cooke and Szumal, 2000).

The more grounded the work culture, the more motivator individuals need to advance with the firm. Then, the apparatus's work culture is important for improving service delivery, which may also improve the organization's service quality. According to Akreil (2019), work culture can assist in establishing guidelines for the consistency of work and activities that are deemed to be satisfying to society. Variety of discernments on orchestrating exercises isn't a hindrance to creating development to further develop work culture in a different society. Since the local area's requirements in a few parts of daily existence are in a general sense something similar; These include things like licenses and the ability to communicate with local governments (Mohammed, 2017). In order to produce active engagement in contacts among colleagues as well as social connections, efforts from the apparatus must be established in the context of creating community satisfaction with the activities carried out by the local government (Cooke & Szumal, 2000).

In general, there is no one-size-fits-all model of a work culture that can please everyone in society; However, regular adjustments to the development of work culture activities must be made by paying attention to internal and external factors that are growing and evolving with the times (Cooke & Szumal, 2000). From one viewpoint, endeavors can be made to join different social qualities in the neighborhood local area with worldwide

social qualities that are quickly filling in different districts because of the fast improvement of data innovation in the ongoing 4.0 upheaval period, permitting residents to effectively look at work culture, work quality, and service quality furnished by a nearby government with those done by other nearby states in Indonesia (Magee, 2002).

The acceleration of social, economic, and political policy development can be carried out without creating a paradoxical atmosphere if the government is able to establish a dynamic work culture for its officials. This will increase public trust in the various activities carried out by the region's service. As human resources, employees unquestionably have a culture at work. Work culture is very important in the service industry because it must be able to affect performance, one of which is improving services. A strategy for retaining employees with a customer-focused culture is a service culture. This is basic since it affected an association's prosperity (Magee, 2002).

In order to get the most out of employees and keep them on board for a long time, a positive work environment is essential. Employees must be able to focus on their work without interfering with other employees by working in an environment that is welcoming and positive. In addition, a mobile organization was able to create a welcoming atmosphere and increase customer retention thanks to the presence of a healthy work culture in the organization. Szumal and Cooke (2000).

1.2.2.1 Organizational Communication

"A complicated and continuous process through which organizational members develop, maintain, and alter their organization" is the definition of organizational communication. According to Dan Hartog, Boon, Verburg, and Croon, line managers are frequently the employees' first point of contact for information regarding their work and the organization, including policies, procedures, and decisions. Data is given through correspondence to give a crucial handle of the exercises to be achieved as well as the objectives for which the association is working (Vuuren, Menno and Erwin, 2007). Line directors are additionally engaged with the delivery and execution of the association's HR

methodology, which is significant for representative impression of the strategies (Nishii and Wright, 2008).

Managers have a significant impact in the communication process since they are in a situation to introduce a bigger picture of the association, the environment, clashing qualities, and partner inclinations to other organizational individuals (Robinson and Tourish, 2005). According to Vanuuren et al. (2007), subordinates may lose sight of the organization and the goals may not be motivating if a manager fails to present this big picture, whether due to physical absence or lack of abilities. There may be a direct relationship between managerial communication and organizational attitudes.

1.2.2.2 Teamwork

According to Kalisch and Lee (2009), teamwork entails a group of people who work together to achieve a common goal. Employee empowerment and teamwork are two elements that influence workplace happiness (Jalal & Putri, 2015). Job satisfaction is a vital factor in every organization's performance, so it must be prioritized. Work satisfaction prevents detrimental effects on organizational performance (Bakotic & Babic, 2013). It specifically stimulates employees to work well and remain competitive in order to sustain themselves.

Accurately constructed participation connections work on numerous capacities on individual individuals, for example, inventive critical thinking skills and simplicity of realizing when new ideas are presented (Jalal and Putri, 2015). Learning gets less difficult when there is successful collaboration instead of when there is no cooperation, and individual execution works on because of the expanded learning (Howard and Hurley, 2016). Additionally, the idea is a suitable venue for employee orientation.

The newly hired workers are unsure of the performance requirements and how to complete various tasks in a company without a strong sense of teamwork. It is typically essential for the newly hired employee to be completely integrated into the department's system during the initial phases of employment induction. This is typically a positive choice since the representative acquires the vital capacities and can accomplish the legitimate working force resource at the collaboration level (Gomez, 2017). This guarantees that newly hired employees will be able to effectively meet the desired performance standards and easily adapt to their new roles. This aspect ought to be given top priority by businesses in order for brand-new employees to achieve quality and productivity on the job as they realize their full potential. Employable people who are able to work well in a group to achieve a goal are preferred by businesses to those with only technical skills. People are quickly being supplanted as essential parts of organizations by collaboration, and just through group connection might a person at any point procure ability.

1.2.2.3 Employee Commitment

Employee commitment, according to Oentoro and Popaitoon (2017) and Schwepker et al. (2019), refers to employee participation in a never-ending process and putting extra effort into their work. Throughout the service interaction, leadership and supervisors were unable to control their employees' actions and conduct toward customers, such as frontline employees' willingness to satisfy consumers and improve corporate performance. Hoang et al. (2022) agreed that committed employees work more, put in more effort, and devote more time to their jobs. Employees who are dedicated to their jobs strive to meet the service organization's goals hence driving excellent service delivery. Previous

scholars' discussions of commitment and leadership style shown that leaders always favorably influence employees' commitment.

Employee behavior patterns and attitudes at work can have a direct impact on customers' satisfaction and the performance of a service firm. Customer-contact personnel' high service delivery is critical to an organization's excellence because service delivery effects the organization's image (Fam et al., 2021). Customer-service representatives are directly responsible for one-on-one customer satisfaction, customer service, and service quality in relation to the service organization's high performance (Hewagama et al., 2019) According to Zou and Migacz (2022), failure of service by frontline staff is a failure of the service organization. Companies face the challenge of ensuring that cross-border personnel provide superior service to customers who contact with them on a daily basis. Furthermore, many frontline employees find their repetitious obligations and functions in their daily work schedule dull. The majority of frontline employees' routine and repeated actions make it difficult for them to stay dedicated or interested in their daily scheduled work (Yousf and Khurshid, 2021)

In the present world, no association can accomplish at ideal levels except if every worker is focused on the company's objectives and functions as a compelling colleague. According to Berjaoui and Karami-Akkary (2020), employees who come to work each day and carry out their duties independently are no longer sufficient. When working in teams, workers should at all stages of production think like entrepreneurs and want to be a part of a successful business that pays a fair wage, gives opportunities for career growth, and job security. It is considered a sign of an organization's success when employees are committed to a particular project or the company as a whole. However, commitment cannot be

assumed. Instead, it necessitates consistent, dependable, and self-assured actions that cultivate employee support and trust (Kumar and Krishnaraj, 2018).

Human resources are an organization's engine room and must be treated with respect and justice to avoid voluntary turnover, which could result in low production or the outright collapse of the firm. Furthermore, employee commitment is influenced by how well they are treated at work. An employee who is dissatisfied with the incentive packages available and experiences noncompliance with organizational procedures, policies, and promotions will be less dedicated than his peers who have manager blessings (Ahmed et al., 2020). In 2013, the public authority of Kenya sent off the Huduma Kenya to empower effectiveness in Public assistance delivery.

The Huduma Kenya program also aims to cut down on corruption, save time, and cut down on service costs. There are five integrated platforms available for Huduma Kenya services: (Ministry of ICT, 2017) Huduma Center, Online e-Huduma portal, m-Huduma (for mobile phones), Huduma call centers, and multi-channel Huduma payment gateway. Kenyans can get all of the government services they need at Huduma Centers. There are around 45 Huduma Focuses situated the nation over. Last year, the public authority increased the range of the Huduma services by presenting the Huduma Mashinani services focusing on each sub-district. Up to 45 different services are available at the Huduma Center Services (Ministry of Public Service, 2018): Huduma Center ID replacement, Huduma Center certificate of good conduct, HELB – Student Loan Application and Repayments, Single Business Permit Issuance, Registration of Welfare Groups, NHIF – Member Registration, Claims and Benefits, NSSF – Member Registration, Statement, and Claims Status of Pension Claims, Stamp Duty Assessment and Payment, Motor

Through e-Citizen, you can get online services from the Huduma Center. For instance, in order to submit an application for a certificate of good conduct, you will first need to create an account with e-Citizen, then you will need to make payments, enter your information, and print the receipt (Ministry of ICT, 2019). The Huduma are strategically positioned in the capital to facilitate easy service access for citizens. These are some of Nairobi's Huduma centers: Huduma center Eastleigh, Huduma center GPO, Huduma center city square, Makadara center, Kibera center, and Huduma center.

1.3 Statement of the Problem

The Jubilee government launched Huduma Kenya project in 2013 with an effort to reduce and discourage corruption in the public service and enhance her economic growth and development . However, the success of the Huduma Kenya project is more spoken of than quantified. Therefore, the study sought to investigate the Influence of Work Culture of Government Service Delivery Initiative: A case of Huduma Center in Nairobi County. The studies such as Askari et.al, (2020) studied the impact of teamwork on an organization's performance, considering a cooperative game's framework. According to the study the cooperative approach created effective communications between employees and authorities and enhanced their motivation for teamwork. The study focused on private entities and also used a mathematics approach while the current study is focused on how organizational communication, team work and employee commitment impact government of Kenya service delivery initiatives with a specific focus on Huduma Center in Nairobi.

Ndai and Makhamara (2021) evaluated the effects of employee commitment on firm performance by using Timaflor Company, a private firm in Kenya. Employee training,

employee salary, working conditions, and staff retention were all factors considered in the study. Employee training, employee salary, working environment, and employee retention all influenced organizational performance, according to the study. Employee commitment is investigated as an attitude variable that influences organizational success in this study. Unfortunately, it left a vacuum in the application of the correlation method as well as the public sector setting, which is the performance of Huduma Centres. This study used correlation measures to assess the effect of employee commitment on Huduma Centres' service delivery.

Based on the background of the study, it is undeniable that work culture has a positive and significant impact on service delivery within an organization. However, there are some effects of negative work culture on service delivery including low employee engagement, high absenteeism, high employee turnover, gossip, and lack of responsiveness. For this reason, this research attempted to ascertain whether work culture affects government service delivery based on the case of Huduma Centers in Nairobi County.

1. 4 Purpose of the Study

The purpose of this study is to determine influence of work culture on Government of Kenya Service Delivery Initiative, A Case of Huduma Kenya Centers in Nairobi County.

1.4 .1 Objectives of the Study

This study was guided by both general and specific objectives

1.5 General Objectives of the Study

The general objective of this study was to investigate influence of work culture on GOK service delivery initiative; A case of Huduma Center within Nairobi County.

1.5.1 The Specific objectives

The specific objectives of this study were;

- i. To determine the influence of organizational communication on GOK service delivery initiatives
- ii. To assess the influence of teamwork on GOK service delivery initiatives at Huduma Kenya Centers in Nairobi County.
- iii. To analyze employee commitment and how it affects GOK service delivery initiatives.

1.5.2 Research Questions

To achieve the research objectives, the research sought to answer the following research questions:

- i) How does organizational communication on GOK service delivery initiatives?
- ii) How does the level of teamwork influence GOK service delivery initiatives?
- iii) How does employees' commitment influence GOK service delivery initiatives?

1.6 Significance of the Study

This study was intended for the employees of Huduma Centre to understand how their beliefs, principles, and values affect the way they relate to each other as well as the external environment which includes customers, stakeholders, and the community. The findings of this research will assist Huduma Kenya Centers' management to get feedback from their employees on the management style and understand organizational climate,

which will help in change management. It will influence the management to integrate cultural assessment as a crucial item in decision making and staff engagements.

This study will help the Kenyan government and Nairobi County to realize and determine strategies to improve work culture for better service delivery. This research will also help policymakers, for instance, the government, to develop sound policies on the work culture based on service delivery among all government entities. This is because an efficient public service delivery enhances national development towards Kenya's Vision 2030.

The study contributed to the existing research work on the public service delivery and its determinants. Conclusions of the study are deemed to be imperative for the consideration of policy makers from both the government and the private sectors. This is because some of the functions that were established within the program may need some consideration, improvements and may be scrapping since the program have now been running close to four years

1.7 The Scope of the Study

The research aimed to determine the influence of work culture on GOK service delivery initiative; A case of Huduma Center within Nairobi County central business district (CBD). The proposed research study was conducted at the General Post Office (GPO) Branch Huduma Centre.

1.8 Delimitations of the Study

The delimitation the researcher expected to find in this study is the sample population. The sample selected for this study is limited to Huduma Kenya Centers within Nairobi County because of its central location and they serve the Nairobi population

5.5million as per the 2019 government census thus, the ability to generalize to the entire population of the Huduma Kenya Centers.

1.9 Limitations of the Study

One limitation the researcher found is time constraint to gather the much-needed data to conclude the finding of this study. However, the researcher to overcame this limitation by gathering data early to overcome last-minute rushes. Another limitation is the researcher faced was time to write the thesis. The researcher overcame this limitation by allocating adequate time weekly to write the research report for this project.

1.10 Assumptions of the Study

First, the researcher assumed that the respondents had the necessary experience and knowledge about the operations of Huduma Kenya Centers. Secondly, the researcher assumed that the respondents were truthful and answer the questionnaires correctly without fear.

1.11 Theoretical Framework

Theory offers researchers a framework to understand observations made during the study in addition to providing an overarching structure to a study. This study employed three theories: Equity Theory, Schein's Theory of Organizational Excellence, and the Theory of Organizational Excellence.

1.11.1 Equity Theory

Equity Theory was developed by Stacey Adams in 1963 through her work a research psychologist (Ibinwangi, Chiekezie & Comfort, 2016). In the initial years of its development, Equity Theory emerged and was tested as a theory of motivation. According to this theory, people are motivated by the beliefs regarding equity in an organization's

compensation and reward structure (Wanjiku, Ngina & Josphat, 2019). Adams devised the Equity Theory on the foundation that when your workers' feel like they are being treated in a valuable way, they will be more likely to be motivated to work harder than before hence boosts their morale. Employees motivation is driven by balance of their contribution or input to work inform of time, effort, commitment, personal sacrifice, skill and loyalty, and benefit which is the output inform of job security, salaries, responsibility, praise and sense of achievement in comparison with other employees. If workers recognize discrimination in the compensation and reward structure, they either reduce the quantity/quality of work or quit their present organizations. However, an organization's employees are likely to enhance their commitment and involvement at work environment and fair reward (Wanjiku, Ngina & Josphat, 2019).

Equity Theory is based on two components i.e. the effort and the reward, employee determine fairness in compensation and reward by examining his/her job input versus outcome ratio. This implies that one of the critical aspects of Equity Theory is how much one reaps from a particular social relationship like work responsibilities (Hatfield, Purvis & Rapson, 2018). Secondly, the fairness and equitability of that reward and social relationship plays a critical role in shaping motivation. However, individuals differ in how they perceive fair treatment and compensation. This implies that efforts adopted by organizational leaders to address perceived unfairness may not be effective for all given scenarios. Ibinwangi, Chiekezie & Comfort (2016) note that restoring equity is either actual or psychological. While actual restoration of equity involves lessening inputs and increasing inputs, psychological restoration involves having a distorted reality of the perceived inequitable relationship. For this study, Equity Theory was utilized to understand

the extent to which work culture in government organizations affects employee motivation, commitment, and involvement at work. In essence, the theory helped to understand whether work culture promotes equity in these organizations and its impact on service delivery.

1.11.2 Schein's Theory of Organizational Culture

This theory was developed by Edgar Schein in 2004 and believes that leadership and culture as two sides of the same coin. Schein believes that one of the major aspects of leadership is the development and management of culture. Cotter-Lockard (2016) notes that Schein's Theory of Organizational Culture comprises three domains i.e. espoused values, basic underlying assumptions, and artefacts. Espoused beliefs and values are norms, shared assumptions, goals, shared perceptions, strategies, and values instilled by organizational leaders and brought about by group learning. On the other hand, underlying assumptions are the non-negotiable unconscious beliefs and values while artefacts are the external manifestations of an organization's culture. Artefacts are visible in different ways including the physical environment, language, products, clothing and stories, and formalities.

Hogan & Coote (2014) note that the manifestation of artefacts is influenced by the extent at which an organization values and expectation of certain behaviours. Some of these behaviours that influence the display of artefacts include achievement, autonomy, service, inter-departmental cooperation, and employees' appreciation. Using appropriate language and metaphors, employees obtain essential information regarding what is expected of them and what constitutes desired behaviours. Language and metaphors play a critical role in clarifying what is required of employees regarding their job description, objectives, scope, and professional membership. Inter-departmental cooperation or teamwork is essential as it promotes the development of psychological safety among employees and in work teams.

The perceptible part of an organization's culture is office design and appearance signify an organization's social order (Cotter-Lockard, 2016). For instance, an organization focusing on developing a culture of equity among work teams would avoid visible status symbols like extravagant offices for senior officials and executive lunchrooms (Hogan & Coote, 2014). The ideal organizational culture promotes open communication, collaboration, and problem-solving attitude between work teams promotes and encourages inclusivity in the design of the office and allocation. Schein's Theory of Organizational Culture is suitable for this study as it postulates the basic underlying espoused values, assumptions, and the artefacts that should be reflected in organizational culture to enhance organizational service delivery.

1.11.3 The Theory of Organizational Excellence

This research was also being based on the Theory of Organizational Excellence, which was developed by Thomas Peters & Robert Waterman. According to Peters & Waterman (2014), states that a good organization is characterized by a predetermined idea its focused-on achievement, customer, operational skills, and self-sufficiency. They further contend that culture is a part of a unified social system that seeks to enhance the well-being of stakeholders and promote organizational performance. The Theory of Organizational Excellence states that the culture of an organization is directly determines its success and successful establishments are characterized by cultural practices that emphasises on action, entrepreneurship, customers centric, value-based effort, high productivity, lean staff, simplified processes, and optimization of resources. This implies that organizations are likely to survive and become profitable if they have positive culture and values that enable their internal stakeholders to carry out their responsibilities effectively.

Anis (2011) notes that organizational excellence is linked to corporate cultural attributes including ongoing development of innovative measures to meet customers' needs. Additional corporate cultural attributes include promoting novelty and risk taking among employees for the benefit of the individual employees and the overall organization. Organizational excellence is also evident on the level of involvement of its employees in decision-making processes and flexibility in the command process while displaying trust on its subordinates. This also involves listening to and adopting suggestions from employees and customers, paying attention to their cultural variables, and clarifying organizational core values to all employees. This theory identified to guide this study because many institutions including Huduma Centres in Kenya have embraced these characteristics on this theory, which have increased its revenue. Besides, strong cultural values an organization that emphasizes on high performance teams enables all categories of staff to achieve the peak of their productivity.

1.12 Conceptual Framework

A conceptual framework includes one or more formal theories (in part or whole) as well as other concepts and empirical findings from the literature. It is used to show relationships among these ideas and how they relate to the research study (DeMarco, 2020). For The purpose of this study, the independent variables include: Organizational communication which is measured by (Channels of communication, change management and Feedback mechanisms), Teamwork which measured by (Collaboration, Mutual accountability and Adaptation to change) and employee commitment which is measured by Job Satisfaction, Work Attitude and Loyalty. The dependent variable is the government

of Kenya service delivery initiative which is measured by No of digitalization, No. of Huduma clients in Kenya.

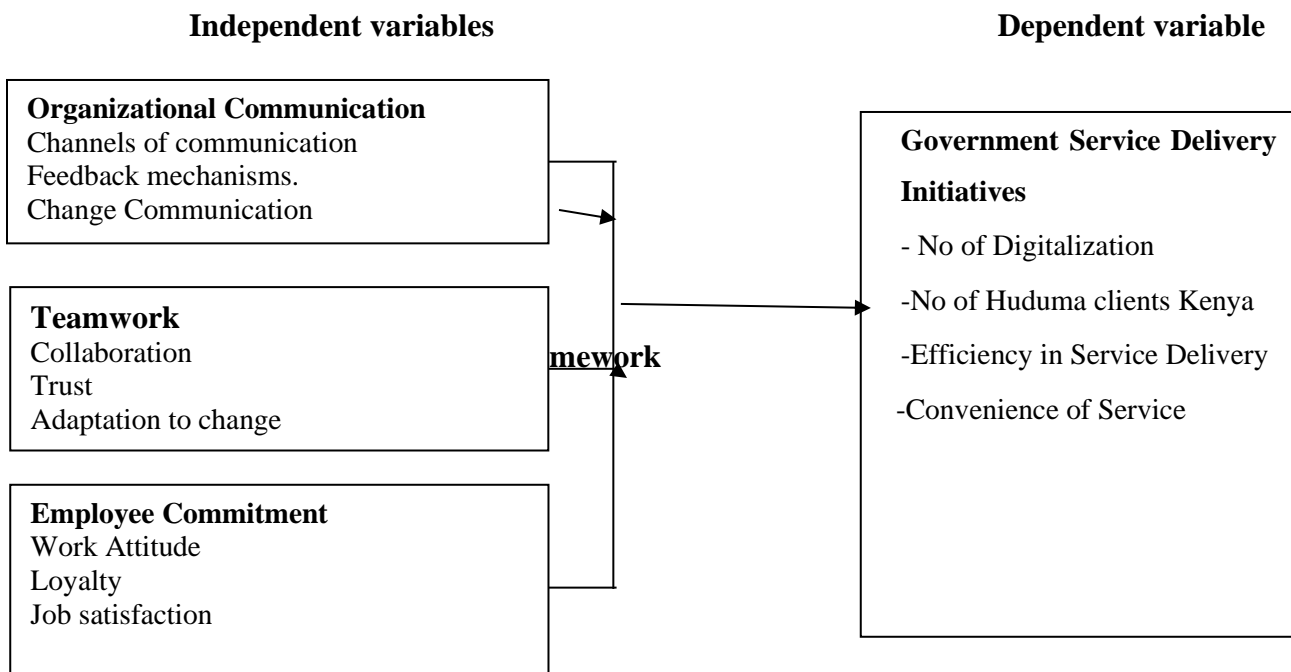


Figure 1.1 Conceptual Framework

Source: Researcher (2023)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of reviewing the literature under this context was to have a clear description of to establish the influence of work culture on service delivery, A case of Huduma centre in Nairobi County. The focus of this chapter was on work culture and service delivery literature review and the research gap.

2.2 Empirical Review

2.2.1 Organizational Communication and Government Service Delivery

In the context of the People's Republic of China, Wang (2011) investigated the roles that social-emotional-oriented communication and work-oriented communication play in increasing organizational commitment. The questionnaire data were analyzed using the statistical method in the study. The discoveries from relapse examinations uncovered that social-close to home situated correspondence among subordinates and bosses is a positive indicator of emotional responsibility, and the apparent amount of organizational key data and vertical cooperation with the executives; and that a strong positive predictor of affective and normative commitment is work-oriented communication. Notwithstanding, Nonetheless, the review was done in China, whose social segment qualities are not the same as that of Kenya. As a result, the study's findings, which are based in Nairobi County, aim to close this gap.

Aikins et al. (2014) in surveying the job of value service delivery in client decision for medical care in Bechem Government emergency clinic and Green Slope medical clinic in India, observed that correspondence was vital as it worked with data stream. They

tracked down that for service providers to comprehend their client needs, they must be in a proceeded with correspondence assuming fulfillment must be acknowledged from the client's side. A major cause and a solution to the problem were identified through ongoing monitoring and evaluation of the client's past. However, it failed to demonstrate the impact that communication has on service delivery. As a result, the current research aims to fill the void.

According to Gantsho and Sukdeo (2018)'s study on the importance of communication on the quality-of-service delivery in South Africa, service delivery is influenced by employees' understanding of the service charter and customer expectations. The results indicated that service delivery suffers as a result of a lack of clarity on these expectations. There is a link between corporate culture and service quality, and firms have welcomed the promotion of awareness and understanding among their personnel. The study didn't bring out the aspect of government initiatives in relation to service delivery. The current study aims at filling this gap.

Using total quality management as the mediating variable, Musenze, Munene, Ntayi, and Balunywa (2014) conducted a study in Uganda's local government on how communication affects quality service delivery. They came to the conclusion that quality service cannot be realized without communication. Continuous monitoring of the quality of the services provided from the beginning leads to high-quality results; in this way, the three elements can't be isolated on the grounds that the expected quality is expressed ahead of time and the services gave are accounted for through a criticism framework. Patients' positive word of mouth (WOM) can offer opportunities to entice future patients to use the hospital's services, which improves performance.

In mission hospitals in Meru County, Kenya, Laititi (2022) studied the effects of communication on quality service delivery. The design of the study was descriptive. Significant partners in the clinics were designated as respondents including Presidents, Human asset and advertising officials and other staff as interior partners while patients, providers and neighbours framed outer partners. The investigation discovered that correspondence had a huge positive effect on nature of-service delivery in mission clinics. In order to guarantee the long-term viability of high-quality service delivery, mission hospitals emphasized the importance of efficient communication and customer service at all levels of staff. The review zeroed in on Meru province clinic whose method of activity is not the same as that of Huduma focuses where the ongoing review is based

Ng'aru and Wafula (2015) discovered that strategic decision making, communication, strategic leadership, and change management are crucial for efficient service delivery in Kenya. As a result, these researchers recommend that leaders use effective leadership styles in order to inspire and motivate employees to improve their job satisfaction, dedication to the company, and efficiency in service delivery at Huduma Centres. For increased service delivery, the leadership style must be acceptable to the staff personnel. Organizational leaders should involve all stakeholders in the strategic change process, from conception through implementation, so that everyone can own, support, and adopt the change. Moreover, leaders need to perform strategic evaluation on a regular basis to check whether the organization is aligned to its goal.

2.2.2 Teamwork and Government Service Delivery

Abuzid and Abbas (2017) aimed at assessing the impact of teamwork effectiveness on organizational performance vis-a-vis role of organizational support and team leader's readiness in the Kingdom of Saudi Arabia. By use of a descriptive study design, the study

demonstrated a direct positive significance of teamwork components and their impact on an organization's service delivery, as well as a positive relationship with organizational support and a team leader's readiness in making teams effective and ultimately improving organizational performance in a public service institution in the Kingdom of Saudi Arabia. The study assessed the relationship between teamwork effectiveness on organization performance while the current study focuses on the influence of teamwork on service delivery

Collaboration's impact on Dhofar University faculty members' work performance was examined by Sanyal and Hisam (2018). For logical purposes, essential information sources were utilized. In-depth data were used to conduct an in-depth analysis and descriptive research was used to describe the subject from various perspectives. The concept of trust, leadership and structure, as well as performance evaluation and rewards, were all examined in relation to teamwork. The findings demonstrate a significant and strong connection between the independent variables, namely teamwork, a trusting environment, structure and leadership, performance evaluation and rewards, and the performance of Dhofar University's faculty. However, service delivery was the dependent variable in the previous study, while performance was the dependent variable in this one.

In Oman, Khan and AlMashikhi (2017) examined the impact of teamwork on employee performance in the financial sector, specifically banking, collecting data from 120 employees using the correlation approach and regression test. The study discovered a favorable and direct relationship between teamwork and employee performance, as well as a considerable impact of teamwork on employee performance. The study was carried out

in Oman and at the time focused on the impact of team work on employee performance while the current study focuses on influence of teamwork on service delivery.

Salman and Hassan (2016) investigated cooperation and its impact on employee service delivery in Malaysia using a descriptive and exploratory design. 107 people were drawn from the population of the chosen entertainment company. It was discovered that all of the examined characteristics had substantial relationships with teamwork. Nevertheless, other independent variables, such as effective communication, trust, leadership, and responsibility, had a favorable and significant impact on employee performance. The study focused on cooperation as its major independent variables while the current study uses work culture as its independent variable.

Agarwal and Adjirackor (2016) investigated the impact of cooperation on service delivery in Ghana. The study utilized quantitative techniques to analyze the relationship between the variables that is Teamwork, Esprit de corps (Team Spirit), team trust, recognition and rewards and organizational productivity. The study shows that there is a significant positive impact of the predictors on the response variable. The study used only quantitative technique in analyzing the relationship between variables which doesn't give a wholesome picture of the perspective. However, the current study used both quantitative and qualitative approach Boakye (2015) used convenience and purposive form of sample methodologies to investigate the impact of cooperation on service delivery in Ghana. The correlation analysis confirmed that during the study period, collaboration and other variables were positively associated to service delivery. Agwu (2015) looked on the relationship between teamwork and service delivery in Nigeria. The study used a descriptive study approach with a random questionnaire distribution to collect data. The

data revealed a significant relationship between teamwork and service delivery. The study was carried out in Nigeria whose demographic characteristics differ with those of Kenya thus, the findings cannot be generalized and applied to Kenyan perspective. Therefore, the current study aims at filling this gap.

Kelemba, Chepkilot and Zakayo (2017) aimed at assessing the influence of teamwork practices on employee performance in public service in Kenya. The study adopted a cross-sectional survey design. The target group comprised of 126,998 employees drawn from twenty ministries in Kenya. Descriptive statistics were used to analyse the data. Quantitative responses based on Likert scale were coded in the computer using Statistical Package for Social Sciences (SPSS) version 21. The study concludes that teamwork ensures democracy at the workplace, enhances change, encourage innovation and creativity, and allow for effective decision-making and networking. The study focused on public service in general which doesn't give a clear picture of a specific government service such as huduma centre initiative. The current study aims at filling the gap.

Rajabali and Reuben (2019) investigated the impact of teamwork development and service delivery at Kenya's Tile and Carpet Centre (T & C). This study demonstrated and offered evidence that organizational success is dependent on team interdependence and how important it is for team members to understand their roles and strive to attain corporate goals, hence positively influencing organizational performance. The study used performance as a dependent variable which is different from work culture. Thus the outcomes of the study cannot be applied in relation to work culture and service delivery.

Wanyeki, Maina, Sanyanda, and Kiiru (2019) conducted research at Kenyatta University on the impact of cooperation on worker service delivery. The study's purposive respondent was interviewed, and a questionnaire was utilized to collect data. It was discovered that collaboration is highly related to individual employee service delivery.

2.2.3 Employees' Commitment and Government Service Delivery

Heydari and Lai (2019) conducted research on the Impact of Employee Commitment on Service Performance Using Servqual and Collaborative Filtering Modeling: Evidence from China's Hotel Sector. This study used 223 employees from the Guangdong hospitality industry as samples. According to the effects of study on attitudes and role clarity, it was helpful since it extended employee involvement and successful politics, but conflict is not and cannot communicate with a political commitment to extend or diminish. Component investigated five distinct dimensions of organizational citizenship behaviour by Oregon, including altruism, deontology, magnanimity, civility, and "virtue of citizens" as a beneficial influence on the quality of their services, which can be enhanced. The study used Servqual and Collaborative Filtering which different findings with those used by descriptive design and quantitative and qualitative approach in analysis. Therefore, the current study aims at filling this gap by use of descriptive study design.

In Kenya, Jemesunde and Ng'eno (2022) investigated how employee work commitment affects organizational performance: An Instance of Huduma Centre - Baringo. Descriptive metrics like the mean and standard deviation were used to analyse quantitative data, whereas inferential statistical methods used Pearson correlation. Frequency tables were used to present the data. The findings of the study indicate that there is a significant positive correlation ($r = 0.556^{**}$, $p < 0.05$) between job commitment and organizational success. Princy and Rebeka (2018) conducted a study on the Impact of Employee

Commitment on Organizational Performance in Nigeria and discovered that employee commitment has a substantial impact on organizational performance. They discovered that dedicated personnel are motivated to perform and have the energy and time to meet the organization's goals and objectives. This also suggests that companies with excellent loyalty and retention strategies provide the groundwork for employee job involvement and pleasure. Successful and high-performing organizations have figured out how to encourage their staff through pay and incentives, as well as promotional chances.

Chepkorir (2015) evaluated the impact of service quality on customer satisfaction at the Huduma Centre in Nairobi. For a sample of 50 respondents, the author used mixed techniques and analysed the data using inferential and descriptive statistics (Pearson correlation). According to the survey findings, service quality, friendliness of employees, and fast resolution of customer problems were all variables that contributed to consumer satisfaction at the centre. While the study setting is comparable to this one, the variables are different, and attitudes such as job satisfaction, staff commitment, and employee engagement were not taken into account. This gap was filled by researching the three attitude components and how they influence Huduma Centre's service delivery.

Ndai and Makhamara (2021) evaluated the effects of employee commitment on firm performance by using Timaflor Company, a private firm in Kenya. Employee training, employee salary, working conditions, and staff retention were all factors considered in the study. It employed stratified random sampling to acquire a sample of 340 employees to reply to the survey. The study employed a descriptive research design and a regression analysis methodology. Employee training, employee salary, working environment, and employee retention all influenced organizational performance, according to the study.

Employee commitment is investigated as an attitude variable that influences organizational success in this study. Unfortunately, it left a vacuum in the application of the correlation method as well as the public sector setting, which is the performance of Huduma Centres. This study used correlation measures to assess the effect of employee commitment on Huduma Centres' service delivery.

Table 2.1 Summary Empirical Research and Research Gaps

Author	Tittle	Methodology	Findings	Research Gaps
Bireswari (2013)	The impact of attitude and commitment of employees on service delivery of the organization	The author used the regression analytical technique to analyze data	employee attitudes and behavior had a substantial impact on the organization's performance and outcomes	The study used job satisfaction and organizational commitment in private sector enterprises. This created a gap in the effect of worker attitude on public sector service delivery outcomes as well as the Kenyan setting. This study employed the same factors as the author's census to establish a link between public sector service outcomes

Kelemba, Chepkilot and Zakayo (2017)	The influence of teamwork practices on employee performance in public service in Kenya	The study adopted a cross-sectional survey design.	The study concludes that teamwork ensures democracy at the workplace, enhances change, encourage innovation and creativity, and allow for effective decision-making and networking	The study focused on public service in general which doesn't give a clear picture of a specific government service such as huduma centre initiative. The current study aims at filling the gap.
Salman and Hassan (2016)	investigated cooperation and its impact on employee service delivery in Malaysia	Used a descriptive and exploratory design	It was discovered that all of the examined characteristics had substantial relationships with teamwork	The study focused on cooperation as its major independent variables while the current study uses work culture as its independent variable.
Abuzid and Abbas (2017)	the impact of teamwork effectiveness on organizational performance vis-a-vis role of organizational	use of a descriptive study design	The study demonstrated a direct positive significance of teamwork components and their impact on an	The study assessed the relationship between teamwork effectiveness on organization

	support and team leader's readiness in the Kingdom of Saudi Arabia.		organization's service delivery, as well as a positive relationship with organizational support and a team leader's readiness in making teams effective and ultimately improving organizational performance in a public service institution in the Kingdom of Saudi Arabia	performance while the current study focuses on the influence of teamwork on service delivery
Laititi (2022)	Carried out the effects of Communication On Quality Service Delivery in Mission Hospitals in Meru County, Kenya	Descriptive study design was used.	The study found that communication had a significant positive affect on quality-of-service delivery in mission hospitals. Effective communication and customer care was lauded as a critical consideration in dealing with clients and was emphasized among all levels of	The study focused on Meru county hospital whose mode of operation is different from that of Huduma centers where the current study is based

			staff of mission hospitals to ensure sustainability of quality service delivery	
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CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes how the research study was conducted. It explains the research design that the study applied, data collection methods that were applied and how this data was analysed to produce the required information for this study.

3.2 Research Design

Ramesh et al. (2019) defined research design as a blueprint on how to conduct research. It provides detailed procedures for conducting a study and how the researcher can stick to the research process. Hence, this study adopted survey research design to demonstrate how work culture influence service delivery at Huduma Centre, Nairobi. A survey research design was appropriate for this study since it provided a wider viewpoint relating to a research concept as used by Abu-Absi et al. (2019). The targeted respondents kept the study focused and manageable.

3.3 Research Site

The study location was Nairobi County, GPO Huduma Centre. This site was chosen due to its proximity to town centre, its accessibility, and number of employees which are high compared to other Huduma Centre at GPO Nairobi. Therefore, the researcher was assured of a high response rate.

3.4 Target Population

The study's target population was 150 employees stationed at Huduma Centre GPO Nairobi. The staff made up the sampling frame at the GPO Huduma centre. Employees work in several sections of the centre, including police abstract issuing,

Kenya Revenue Authority, and Civil Registration, among others. Because the study's target population is small, a census was used.

3.5 Sampling Procedure

A sample size is defined as sub-set of the total target population being queried in order to provide the general views about the target population (Kothari, 2004). The census technique was used being the procedure which systematically acquires and records information about a given target population (Cantwell, 2008). It can also be termed as an official count and a regular occurrence of a population. This technique was used since the researcher intend to sample and collect data from the all the staff and in all categories at the GPO Nairobi Huduma Centre and its less biased. A total of 150 members of staff were sampled.

3.6 Data Collection

3.6.1 Data Source

This study collected data from primary sources, which included respondents' ideas, feelings, and thoughts on the impact of work culture on public sector service delivery. The statistics were derived from questionnaire responses from 150 non-supervisory and supervisory employees. The 150 employees operate in a variety of sectors including the national registration bureau, police clearance, the Kenya Revenue Authority (KRA), pensions, and consumer service, among others.

3.6.2 Data Collection Instruments

This study collected primary data by distributing questionnaires to participants (See Appendix I). The questionnaires were structured and the respondents were required to choose from a Likert scale. They were preferred because the instrument allows the respondent to offer information in a systematic manner. A questionnaire is selected because

it allows the study to collect the fullest and accurate data in the most logical way possible (Myers, 2013). Aside from being cost-effective, questionnaires collect a large amount of information from a large number of respondents in a short period of time. As variables of interest, the questions capture statements on organizational communication, teamwork, and employee commitment. There are concerns about the dependent variable, which mainly captured characteristics of Huduma Centre, GPO, Nairobi service delivery. The questions are structured in Likert scales.

3.6.3 Data Collection Procedure

Data was gathered from respondents who work at the Huduma Centre, GPO, Nairobi. The center, located on Kenyatta Avenue in Nairobi's Central Business District, has a population of 150 employees and, due to its small size, was suitable for conducting a census. The entire population is treated as a sample in a census. When the sampling frame contains less than 200 people, a census is utilized. The use of census procedures is advantageous since it reduces sampling errors and makes use of data for all participants or subjects in the population. To obtain the appropriate level of precision, the entire population is sampled.

Upon approval by the graduate school - Nazarene University - the data collecting tools were administered to the target respondents. Before beginning data collecting, the study sought approval from NACOSTI. During working hours, the data collecting instrument was administered to respondents working at Huduma Centre, GPO, Nairobi. The county commissioner's consent was required for this process to proceed. It is vital to solicit respondents' willingness to complete questionnaires as well as their availability of time. This study used research assistants to drop and pick the surveys after the respondents

have completed them. The data collecting was a span of three weeks.

3.6.4 Pilot Testing

Cooper and Schindler (2011) states, for a detection of errors in design and instrumentation, a pilot study is warranted. To test validity of the instrument, which is an open-ended questionnaire, a minor study also called pilot study was conducted at Kibra Huduma Centre in Nairobi County with 10% of the intended sample. The pilot study aimed to standardize the questionnaire and ensure necessary revision of the data collection instrument based on its results.

3.6.5 Reliability of the Study Instruments

Mugenda and Mugenda (2016) defines reliability as ability of a research instrument to generate similar findings over time. This implies that a research instrument is deemed reliable if it generates similar findings when used for similar studies. In determining reliability, the researcher used a pretest the instrument by issuing the 15 questionnaires to employees of Kibra Huduma Centre and the data obtained was analyzed through SPSS program to determine reliability of the questionnaire. Cronbach Alpha Coefficient test was used to show whether the questionnaire is accurately designed to be used and the rule of the thumb was more than the acceptable score of 0.7.

3.6.6 Validity of the Study Instruments

Mugenda and Mugenda (2016), describes validity as the precision and faithfulness of the inferences being the research findings. Representation of the variables was done with the study analysis and validity may imply theory and evidence the clarification of outcome received from the tests. The study used construct validity and the questionnaire was validated using supervisor's feedback to help improve its content and clarity.

3.7 Data Analysis and Presentation

Data analysis was done using two tools namely; Statistical Package for Social Scientist (SPSS) as well as Microsoft Excel. The analysis generated both descriptive and inferential statistics. The software was used to clean and standardize the data, the standardized data was then assessed for normality and other assumptions for the inferential tests that was adopted in the study. The descriptive tests applied for the study included measures of central tendency (mean) and measures of variability (variance, standard deviation, skewness, and kurtosis). The study results were then presented in the form of figures and tables.

3.8 Ethical Considerations

Given the existing professional links with the target respondents, the primary researcher in this study remained anonymous. The study used research assistants to collect data from respondents who didn't divulge the researchers identify. Nazarene University was also asked for permission to conduct and collect data for this project. The formal authorization, as well as NACOSTI research approval, was attached to the questionnaires. The research assistant explained the study topic to the responder and show them the forms that would allow the study to take place at the Huduma Centre, GPO, Nairobi.

Respondents to the questionnaires were contacted politely, and their willingness to participate was solicited. Individuals were notified about the use of data and that data privacy and confidentiality was respected. The study ensured that respondents respond to the questions at their leisure and on their own timetable. Yet, respondents were advised not to put off answering the questionnaires because doing so could jeopardize the project's

timetables. The study credited sources and authors by citing them in-text and giving references at the conclusion.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction

This chapter analyzes the findings and analyze the collected data. The study sought to investigate the Influence of Work Culture of Government Service Delivery Initiative focusing on Huduma Centers in Nairobi County.

According to Mugenda & Mugenda (2003), pilot testing helps a researcher review questions to prevent ambiguity. A random sampling, a pilot study with 10 participants of the intended population. By measuring internal consistency with Cronbach's Alpha, the questionnaire's reliability was assessed. The reliability values for the four independent variables were examined. The findings demonstrated that all four variables were reliable because their reliability values above the cutoff point of 0.7.

4.2. Response Rate

Respondents were given 150 questionnaires as part of the study, and 150 of them were returned for analysis. These results represent 100% response rate hence adequate to draw conclusions. According to Mugenda (2023) recommended 50% as the minimum response rate to make conclusions. The response rate is presented on table 4.1 below.

Table 4.1 Response Rate

Response	Frequency	Percentage
Questionnaire returned	150	100%
Questionnaire not returned	0	0%
Total	0	100%

4.3 Demographic Distribution

The researcher examined the demographic distribution of the respondents. This will show the gender distribution and age of the populace. It also informed the level of education of the work force. During the study the respondents were not required to reveal their identity this is for data protection and confidentiality. The demographic data collected included age, level of education and gender (female or male) and duration of service for the respondents

4.3.1 Gender distribution of the respondents

To understand the gender distribution of the Huduma Center staff, the researcher requested the respondents to indicate their gender as Female or Male . According to the data, 60.9% of the respondents were men and 39.1% were women. This may indicate a small gender disparity among the workforce, where the majority is male but still compliant with the Constitution of Kenya 2010 on the principle of affirmative action which states that no gender should contribute to more than two-thirds of the workforce in public institutions.

Figure 4.2 Gender

Gender	Frequency	Percentage
Male	59	39.3
Female	91	60.7
Total	150	100%

Source: Field data 2023

4.3.2 Distribution of respondents by Age

The respondents were asked their age; This is only for general informational purposes and is not the study's primary objective. The objective was to ascertain the age distribution of Huduma Center, GPO Nairobi employees. The majority of respondents, 42 percent, were between the ages of 30 and 39. This was followed by those between the ages of 20 and 29 (33.3%), 40 and 49 (21.7%), and over 50 (2.9%). Most of the workforce was found to be under the age of 39 and in the productive range.

Table 4.3 Age of the respondents

Age	Frequency	Percentage
20-29 years	50	33.3%
30-39 years	63	42%
40-49 years	33	21.7%
Over 50 years	4	2.9%
Total	150	100%

Source: Researcher, 2023

4.3.3 Level of Education

The goal of the study was to determine the respondent's level of educational. This serves as general knowledge and is not the study's main goal. 49.3% of the 150 respondents had completed their undergraduate degrees, 39.1% their diplomas, 7.2% their postgraduate degrees, and 4.3% their certificates.

According to the data shown below in table 4.4 below out of 150 respondents 6(4.3%) had certificate level of education, 59 (39.1%) were diploma holders, 74 (49.3%) had bachelor's degree, 11 (7.2%) while 6 (4.3%) had post-graduate level of education. This means that the respondents were well-educated with tertiary education and understood the questionnaires and the information given is assumed to be accurate. This finding informs

the researcher that the GOK employ's a work force that is well educated to deliver the Government Initiatives.

Table 4.4 Distribution of Respondents by Level of Education

Level of Education	Frequency	Percentage
Certificate	6	4.3%
Diploma	59	39.1%
Undergraduate	74	49.3%
Post-graduate	11	7.2%
Certificate	6	4.3%
Total	220	100%

Source: Researcher, 2023

4.4 Descriptive Analysis

This section explains and interprets the data findings according to the research objectives.

4.4.1 Organizational communication

The research sought to determine the influence of organizational communication on GOK service delivery initiatives. The Likert scale was used to ask the participants to rate how much they agreed or disagreed with each of five statements about communication. The results are shown in Table 4.5.

Table 4.5 Organizational communication

Organization Communication	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	S.D
<i>Most organizations accept that viable correspondence is crucial for their capacity to offer great types of assistance</i>	2(1.3%)	1(0.7%)	20(13.3%)	58(38.7%)	69(46%)	4.27	0.38
<i>Employees have successfully adapted to the suggested modification or changes, resulting in an increase in service delivery.</i>	5(3.3%)	8(5.3%)	68(45.3%)	49(32.7%)	20(13.3%)	3.47	0.33
<i>Workers' availability for change is perfect, which has brought about great help delivery.</i>	2(1.3%)	16(10.7%)	33(22%)	60(40%)	39 (26%)	3.79	0.3
<i>Management or supervisors are excellent at conveying information regarding changes.</i>	8(5.3%)	23(15.3%)	57(38%)	38(25.3%)	24(16%)	3.31	0.29
<i>The effective communication of change has a negative impact on service delivery.</i>	3(2%)	12(8%)	69(46%)	43(28.7%)	23(15.3%)	3.47	0.32
Composite Mean and standard deviation						3.664	0.324

Source: Researcher 2023,

The table presents the results of a survey regarding organizational communication within the given organization. The first statement examined whether businesses believe

that effective communication is essential for providing high-quality services. Only a small percentage 1(1.3%) strongly disagreed, and 1(0.7%) disagreed with this statement. However, the majority 58(38.7%) agreed, and a significant proportion 69(46%) strongly agreed, indicating that most businesses recognize the importance of effective communication for delivering high-quality services. The mean score of 4.27 further supports this positive perception, suggesting that businesses generally prioritize effective communication.

The next statement assessed how employees have adapted to suggested modifications or changes, and whether this has led to an increase in service delivery. A small percentage 5(3.3%) strongly disagreed, and 8(5.3%) disagreed that employees have effectively adapted to changes. However, a majority 68(45.3%) agreed, and 49(32.7%) expressed their strong agreement. This indicates that a significant portion of employees have successfully embraced changes, resulting in improved service delivery. The mean score of 3.47 suggests a generally positive response.

The survey also explored employees' readiness for change and its impact on service delivery. A small percentage 2(1.3%) strongly disagreed, while 16(10.7%) disagreed regarding employees' readiness for change. However, 60(40%) agreed, and a considerable proportion 39(26%) strongly agreed that employees' readiness for change has positively influenced high-quality service delivery. The mean score of 3.79 indicates a favorable perception of employees' adaptability to change.

The communication skills of supervisors or management in conveying change information were evaluated in the next statement. Although a small percentage 8(5.3%) strongly disagreed, and 23(15.3%) disagreed, a significant proportion 57(38%) agreed, and

3(25.3%) expressed their strong agreement. These results suggest that while there is room for improvement in communication from supervisors and management, a substantial portion of respondents viewed their communication skills positively. The mean score of 3.31 indicates a moderate level of agreement overall.

The final statement examined the impact of efficient communication of change on service delivery. A small percentage 3(2%) strongly disagreed, and 12(8%) disagreed that service delivery is adversely affected by efficient communication of change. However, 69(46%) agreed, and 43(28.7%) expressed their strong agreement, indicating that a majority recognizes the positive impact of efficient communication on service delivery. The mean score of 3.47 further supports this finding.

The composite mean score of 3.664 and standard deviation of 0.324 suggest an overall positive perception of organizational communication within the given organization. However, the standard deviation indicates a relatively low level of variability in responses, indicating a high level of agreement among participants.

These findings indicate that effective communication is seen as crucial for providing high-quality services in the organization. Moreover, employees' adaptability to change and their readiness for it positively influence service delivery. While supervisors or management generally demonstrate effective communication skills, there is room for improvement. Efficient communication of change is perceived as having a positive impact on service delivery. These insights can help the organization identify areas of strength and potential improvement in their communication practices to further enhance service quality and employee satisfaction.

4.5.2 Teamwork and Government Service Delivery

Table 4.6 Teamwork and Government Service Delivery

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	S.D
There is effective team leadership	18(12%)	15(10%)	3(2%)	60(40%)	54(36%)	3.76	1.99
Trust exists among team members	11(7%)	6(4%)	6(4%)	69(46%)	58(39%)	3.94	1.72
Team members have unique recognition programs	6(4%)	13(9%)	3(2%)	75(50%)	53(35%)	4.01	1.60
Satisfaction with the performance management	12(8%)	17(11%)	3(2%)	43(28%)	75(50%)	3.77	1.77
Group reward acts as a motivation	15(10%)	8(5%)	4(3%)	66(44%)	57(38%)	3.88	1.70
Working with team increases efficiency of an employee	15(10%)	13(9%)	6(4%)	44(29%)	72(48%)	4.04	1.61
Teamwork achieve participation, confidence and skills development	9(6%)	10(7%)	8(5%)	64(43)	59(39%)	3.92	1.70
Composite Mean and standard deviation						3.89	1.78

From the table, 18(12% of the respondents strongly disagreed that there is effective team leadership in the government agency (Huduma center), 15(10%) also disagreed with the statement. However, the majority 60(40%) agreed that there is effective team leadership, with another 54(36%) strongly agreeing. This implies that there is effective group leadership in the government agency (Huduma center).

The study further assessed if there exists trust among team members. In this case, 11(7%) of the respondents strongly disagreed that trust exists among team members in the government agency (Huduma center), and an additional 6(4%) disagreed with the statement. However, the majority 69(46%) agreed that trust exists among team members, with another 58(39%) strongly agreeing. This suggests that trust does exist among team members in the government agency (Huduma center).

The study also asked if team members have unique recognition programs. In this case, 6(4%) of the respondents strongly disagreed that team members have unique recognition programs in the government agency (Huduma center), and 13(9%) also disagreed with the statement. Additionally, 3(2%) of the respondents remained neutral, neither agreeing nor disagreeing with the statement. However, the majority 75(50%) agreed that there are team members who have unique recognition programs, with another 53(35%) strongly agreeing. This implies that team members do have unique recognition programs in the government agency (Huduma center).

The study further assessed if there is satisfaction with the performance management process. In this case, 12(8%) of the respondents strongly disagreed that there is satisfaction with the performance management process in the government agency (Huduma center), and an additional 17(11%) disagreed with the statement. Furthermore, 3(2%) of the

respondents remained neutral. However, the majority 75(50%) strongly agreed that there is satisfaction with the performance management process, with another 44(29%) agreeing. This implies that there is satisfaction with the performance management process in the government agency (Huduma center).

The study also asked if group rewards act as a motivation. In this case, 15(10%) of the respondents strongly disagreed that group rewards act as a motivation in the government agency (Huduma center), and 8(5%) also disagreed with the statement. Additionally, 4(3%) of the respondents remained neutral. However, the majority 66(44%) agreed that group rewards act as a motivation, with another 58(38%) strongly agreeing. This implies that group rewards act as a motivation in the government agency (Huduma center).

The study further evaluated if working with a team increases the efficiency of an employee. In this case, 15(10%) of the respondents strongly disagreed that working with a team increases the efficiency of an employee in the government agency (Huduma center), and an additional 13(9%) disagreed with the statement. Furthermore, 6(4%) of the respondents remained neutral. However, the majority 72(48%) strongly agreed that working with a team increases the efficiency of an employee, with another 44(29%) agreeing. This implies that working with a team increases the efficiency of an employee in the government agency (Huduma center).

The study further assessed if teamwork achieves participation, confidence, and skills development. In this case, 9(6%) of the respondents strongly disagreed that teamwork achieves participation, confidence, and skills development in the government agency (Huduma center), and 10(7%) also disagreed with the statement. Additionally, 8(5%) of

the respondents remained neutral. However, the majority 64(43%) strongly agreed that teamwork achieves participation, confidence, and skills development, with another 59(39%) agreeing. This implies that teamwork achieves participation, confidence, and skills development in the government agency (Huduma center).

The table provides the composite mean and standard deviation for the statements. The composite mean for all the statements combined is 3.89, indicating an overall positive perception among respondents. The standard deviation is 1.78, suggesting a moderate level of variability in the responses.

These findings suggest that, in general, the government agency (Huduma center) demonstrates effective team leadership, trust among team members, unique recognition programs, satisfaction with the performance management process, motivation through group rewards, increased efficiency through teamwork, and the achievement of participation, confidence, and skills development. The majority of respondents either agreed or strongly agreed with these statements, indicating a positive perception of these aspects within the organization.

It is worth noting that there were some respondents who expressed disagreement or provided neutral responses, highlighting areas where improvements or further exploration may be needed. Nonetheless, the overall results indicate a favorable view of team dynamics and organizational practices within the government agency (Huduma center).

These findings can be valuable for the organization in understanding the strengths and areas for improvement in team leadership, trust-building, recognition programs, performance management, reward systems, and the promotion of teamwork. By focusing on the positive

aspects and addressing any concerns raised by respondents, the government agency (Huduma center) can continue to foster a conducive work environment that promotes collaboration, trust, and overall employee satisfaction

4.5.3 Employee commitment and Government Service Delivery

Table 4.7 Employee commitment

Statement	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	M	Std. Dev
I recommend this Huduma center to my family and friends	26(17.3)	8(5.3)	5(3.3)	70(46.7)	41(32.7)	3.41	0.762
I feel no loyalty towards the Huduma center	58(38.7)	45(30)	10(6.7)	20(13.3)	17(11.3)	3.90	0.772
I value the Huduma center 's values	15(10)	19(12.7)	14(9.3)	46(30.7)	56(37.3)	3.69	0.824
I find that my values and the Huduma center values are very similar	18(12)	16(10.7)	13(8.7)	55(36.6)	48(32)	4.03	0.762
The Huduma center maintains a competitive pay and benefits package.	23(15.3)	14(9.3)	11(7.3)	56(37.3)	46(30.8)	4.20	0.817
I would be very happy to spend the rest of my career with this Huduma center	20(13.3)	24(16)	13(8.7)	43(28.7)	50(33.3)	4.29	0.762
I understand how I contribute to the Huduma center's goal	19(12.7)	21(14)	12(8)	39(26)	59(39.3)	4.22	0.772
I am glad I chose to work for this Huduma center	20(13.3)	15(10)	11(7.3)	44(29.4)	60(40)	4.28	0.824
This org Huduma center has high work morale	16(10.7)	19(12.7)	13(8.7)	44(29.2)	58(38.7)	4.23	0.547
My Huduma center inspires me to give my best shot at work	17(11.2)	20(13.3)	13(8.7)	41(27.3)	59(39.3)	3.41	0.612
Composite Mean and standard deviation						3.966	0.745

The table provided presents the results of a survey regarding various aspects related to the respondents' perceptions of the Huduma center. Let's discuss the findings and their implications:

The first statement explored whether respondents would recommend the Huduma center to their family and friends. A considerable percentage 26(17.3%) strongly disagreed, and 5.3% disagreed with the statement. However, a majority 70(46.7%) agreed, and 41(32.7%) strongly agreed, indicating that a significant number of respondents are willing to recommend the Huduma center. The mean score of 3.41 suggests a moderate level of agreement overall.

The next statement assessed respondents' loyalty towards the Huduma center. A significant percentage 58(38.7%) strongly disagreed, and 45(30%) disagreed that they feel loyalty towards the organization. However, 20(13.3%) agreed, and (11.3%) strongly agreed, indicating that a smaller proportion of respondents' express loyalty towards the Huduma center. The mean score of 3.90 suggests a moderate level of disagreement.

The survey also examined respondents' perception of the Huduma center's values. A relatively small percentage 15(10%) strongly disagreed, and 19(12.7%) disagreed with valuing the organization's values. However, a considerable proportion 46(30.7%) agreed, and 56(37.3%) strongly agreed, indicating that most respondents value the Huduma center's corporate values. The mean score of 3.69 suggests a positive perception overall.

The following statement explored the similarity between respondents' values and the Huduma center's values. A notable percentage 18(12%) strongly disagreed, and 16(10.7%) disagreed regarding the similarity of values. However, a significant proportion 55(36.6%) agreed, and 48(32%) strongly agreed, suggesting that a considerable number of respondents perceive a similarity between their values and the organization's values. The mean score of 4.03 indicates a positive perception overall.

The survey further assessed the Huduma center's competitive pay and benefits package. Although a significant percentage 23(15.3%) strongly disagreed and 14(9.3%) disagreed regarding the competitiveness of the package, a considerable proportion 56(37.3%) agreed, and 46(30.8%) strongly agreed. This suggests that a majority of respondents perceive the organization's pay and benefits package as competitive. The mean score of 4.20 supports this positive perception.

The statement regarding spending the rest of one's career with the Huduma center indicated that 20(13.3%) strongly disagreed, and 24(16%) disagreed with this notion. However, 43(28.7%) agreed, and 50(33.3%) strongly agreed, suggesting that a significant number of respondents would be happy to have a long-term career with the organization. The mean score of 4.29 indicates a positive perception overall.

The survey also explored whether respondents understand how they contribute to the Huduma center's goals. A small percentage 19(12.7%) strongly disagreed, and 21(14%) disagreed regarding their understanding of their contribution. However, a significant proportion 59(39.3%) strongly agreed, and 39(26%) agreed, indicating that a majority of respondents feel they understand how they contribute to the organization's goals. The mean score of 4.22 supports this positive perception.

The next statement examined respondents' satisfaction with their choice of working for the Huduma center. Although a notable percentage 20(13.3%) strongly disagreed, and 10% disagreed with this statement, a majority 60(40%) strongly agreed, and 44(29.4%) agreed, suggesting that most respondents are glad they chose to work for the organization. The mean score of 4.28 indicates a positive perception overall.

The survey also assessed respondents' perception of the Huduma center's work morale. Although a small percentage 16(10.7%) strongly disagreed, and 19(12.7%) disagreed with the statement regarding high work morale, a significant proportion 44 (29.2%) agreed, and 58(38.7%) strongly agreed. This indicates that a majority of respondents perceive the Huduma center to have high work morale. The mean score of 4.23 suggests a positive perception overall.

Lastly, the survey explored whether the Huduma center inspires respondents to give their best at work. A notable percentage 17(11.2%) strongly disagreed, and 20(13.3%) disagreed with this notion. However, a significant proportion 59(39.3%) strongly agreed, and 41(27.3%) agreed, indicating that a majority of respondents feel inspired to perform their best at work. The mean score of 3.41 suggests a moderate level of agreement overall.

In summary, the survey provides insights into various aspects of the respondents' perceptions of the Huduma center. While there are areas of improvement indicated by the respondents' disagreements and neutral responses, the majority of respondents show positive perceptions in terms of recommending the organization, valuing its values, perceiving a similarity in values, and being satisfied with the pay and benefits package. Additionally, respondents' express loyalty, willingness to spend their career with the organization, understanding of their contribution to the organization's goals, and feeling inspired to give their best at work. These findings can help the Huduma center identify areas of strength and areas that require further attention or improvement in order to enhance employee satisfaction, loyalty, and overall organizational performance.

4.5.4 Service Delivery and Government Service Delivery

Service delivery was a dependent variable in this study. It was necessary to ascertain the respondents' views on the service rendered by the Nairobi GPO Huduma facility. The following analysis was used to categorize the extent: a large extent with a mean value of 4.035.0, a moderate extent with a mean value of 3.04.0, a tiny extent with a mean value of 2.03.0, and a little degree with a mean score of 1.02.0. To evaluate the level of service delivered at Nairobi's GPO Huduma Center, ten statements were employed.

Table 4.8 Service Delivery and service.

Statement	Strongly f (%)	Agree	Agree f (%)	Neutral f (%)	Disagree f (%)	Strongly Disagree f (%)	Mean	S.D
Complaints from customers are taken care of promptly.	59 (39.5%)		72 (48.2%)	11(7.6%)	7 (4.7%)	0 (0.0%)	4.22	0.782
Customer compliments are always well received	61 (40.6%)		71 (47.1%)	11 (7.2%)	7 (4.7%)	1 (0.4%)	4.23	0.806
The Nairobi GPO Huduma center's services are dependable.	56 (37.6%)		59 (39.4%)	23 (15.3%)	9 (6.2%)	2 (1.5%)	4.05	0.953
The Nairobi GPO Huduma center complies completely with the constitution's provisions and public expectations.	60 (39.9%)		53 (35.1%)	21 (13.8%)	15(10.1%)	2 (1.1%)	4.03	1.021
In the Nairobi GPO Huduma center, citizens' needs are met.	60 (40.2%)		65 (43.5%)	18 (12.3%)	5 (3.6%)	1 (0.4%)	4.20	0.817
There is professionalism in Nairobi GPO Huduma Centre	64 (42.5%)		69 (46.2%)	12 (8.0%)	4 (2.9%)	1 (0.4%)	4.29	0.762
There is respect for the rule of law in Nairobi GPO Huduma Centre	56 (37.5%)		78 (52.0%)	10 (6.9%)	5 (2.5%)	2 (1.1%)	4.22	0.772

There is observance of public service values in Nairobi GPO Huduma center	69 (46.0%)	61 (41.12%)	12 (8.4%)	5 (3.6%)	1 (0.7%)	4.28	0.824
Composite Mean and standard deviation						4.19	0.842

According to the results, most of the general public 72(48.2%) agreed that the services provided by the employees at the Nairobi GPO Huduma center are good, while (39.5%) strongly agreed, 11(7.6%) remained neutral, 7(4.7%) disagreed, and no one strongly disagreed. This indicates a positive perception of customer service, suggesting that customer complaints are received and acted upon promptly. In addition, most of the public customers, or 71(47.1%), agreed that employees are highly engaged in their work of satisfactorily serving clients, with 40.6%) strongly agreeing, 11(7.2%) remaining neutral, 7(4.7%) disagreeing, and 1(0.4%) strongly disagreeing, according to research.

This highlights the commitment of the employees in providing satisfactory services and their dedication to their work. When assessing the speed of response to clients' requests, the study found that 60(39.4%) of respondents agreed, 56(37.6%) strongly agreed, 23(15.3%) remained neutral, 9(6.2%) disagreed, and 2(1.5%) strongly disagreed. These findings suggest that the Nairobi GPO Huduma center is generally responsive to clients' needs, although there is room for improvement in addressing requests more efficiently.

Regarding the location of the Nairobi GPO Huduma Center, most respondents 60(39.9%) strongly agreed that it is convenient for clients, followed by 53(35.1%) who agreed, 21(13.8%) who were neutral, 15(10.1%) who disagreed, and 2(1.1%) who strongly disagreed. These results indicate that most of the respondents perceive the center's location as favorable, but there is a notable proportion of individuals who do not share the same sentiment. Further research was conducted to determine the reliability of the services provided by the Nairobi GPO Huduma Center. The findings showed that 65(43.5%) of respondents agreed, 60(40.2%) strongly agreed, 18(12.3%) stayed neutral, 5(3.6%) disagreed, and 1(0.4%) strongly disagreed that the services were dependable.

This indicates a positive perception of service reliability, although there is a need to address the concerns of those who expressed uncertainty or dissatisfaction. Moreover, the respondents affirmed that the Nairobi GPO Huduma Center completely complies with and meets the requirements of the constitution as well as the expectations of the general public. The majority 69(46.2%) agreed, 64(42.5%) strongly agreed, 12(8.0%) remained neutral, 2.9% disagreed, and 0.4% strongly disagreed. These findings demonstrate that while the center generally conforms to constitutional provisions and public expectations, there is room for enhancement, as indicated by the presence of neutral and negative responses. Additionally, the research findings revealed that the Nairobi GPO Huduma Center is attentive to citizens' demands, with 78(52%) of respondents agreeing, 56(37.5%) strongly agreeing, 10(6.9%) remaining neutral, 5(2.5%) disagreeing, and 2(1.1%) strongly disagreeing.

This emphasizes the importance of addressing and meeting the needs of citizens effectively. Regarding professionalism at the Nairobi GPO Huduma Center, most

respondents strongly agreed 61(41.2%), agreed, 12(8.4%) were neutral, 5(3.6%) disagreed, and 1(0.7%) strongly disagreed with the statements about professionalism. These results suggest a positive perception of professionalism among the employees at the center.

The results also revealed that most respondents 78(52.0%) agreed that the rule of law is respected in the Nairobi GPO Huduma Center, followed by 78(52.0%) who highly agreed, 10(6.9%) who were indifferent, 5(2.5%) who opposed, and 2(1.1%) who strongly disagreed. This indicates a strong perception that the Nairobi GPO Huduma Center operates in accordance with the rule of law and maintains a sense of legality in its operations.

Finally, the results showed that 69(46.0%) of respondents highly agreed, 61(41.12%) agreed, 12(8.4%) remained neutral, 5(3.6%) disagreed, and 1(0.7%) strongly disagreed that public service values are observed in the Nairobi GPO Huduma Center. This suggests that the center is perceived to uphold the values of public service, although there is room for improvement to address the concerns of those who expressed disagreement

Overall, the survey findings demonstrate a generally positive perception of customer service and organizational values at the Nairobi GPO Huduma Center. The 79 center receives favorable ratings for its services, professionalism, respect for the rule of law, and observance of public service values. However, the survey also highlights areas that could benefit from improvement.

The reliability of services offered at the center received a moderate level of agreement, indicating a need to address concerns and uncertainties. Additionally, while the center generally conforms to constitutional provisions and public

expectations, there is room for enhancement, as indicated by the presence of neutral and negative responses. The mean scores across the statements range from 4.03 to 4.29, indicating a generally positive perception of the Nairobi GPO Huduma Center.

The standard deviations, ranging from 0.762 to 1.021, suggest varying degrees of agreement and some level of variability in respondents' opinions. These findings can inform the management of the Huduma Center in identifying areas of strength and areas that require improvement. By addressing concerns related to service reliability, constitutional conformity, and public expectations, the center can work towards enhancing its overall performance and reputation.

It is important to note that these results are based on the perceptions of the surveyed respondents and may not capture the experiences of all individuals interacting with the Nairobi GPO Huduma Center. Further research and feedback collection may be necessary to gain a comprehensive understanding of customer satisfaction and organizational effectiveness.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the study findings based on the objectives of the study, conclusions and recommendations and suggestion for further studies

5.2 Summary of Study Findings

According to the study's findings, there was a gender gap among employees, with a preponderance of men. The study also discovered that most of the workforce was under the age of 39 and in the productive range. Additionally, Huduma Center hires well-educated professionals with tertiary degrees, with most of the staff in the customer service division holding diplomas.

In relation to organization communication, Huduma center is embracing communication to a moderate extent. There is effective group leadership at the government agency (Huduma center). There also exists trust among members in the government agency (Huduma center). The team members have unique recognition in the government agency (Huduma center). The study further established that there is satisfaction in the performance, group reward acts as a motivation, working with team increase efficiency of an employee and finally teamwork achieve participation, confidence and skills development in the government agency (Huduma center).

In relation to employee commitment, the findings indicated that employees have confidence and trust in that they can recommend the Huduma center to their family and

friends. They are also loyal towards Huduma center, value the Huduma center's values and also their values and the Huduma center values are very similar. The findings further indicated that Huduma center maintains a competitive pay and benefits package with most of them indicating that they would be very happy to spend the rest of their career with the Huduma center. The study further found out that the employees are more convinced that they contribute to the Huduma center's goals as such, they are glad and chose to work for the Huduma center. The respondents agreed that Huduma center inspires them to give their best shot at work. To sum up all, according to the findings, employee commitment is effective and efficient. This is shown by an aggregate mean of 4.2 and a standard deviation of 0.8

The study found a connection between Nairobi GPO Huduma Center's work culture and service delivery. The significance occurs when p records a value 0.05 in this significance test, which was run with an alpha value of 0.05. The findings indicate that Nairobi GPO Huduma Center's service delivery is significantly influenced by organizational culture, hence need for Huduma Kenya and government agencies need to focus on strategies and policies that fostering positive organizational culture

When all other independent factors are kept the same, the results show that changing work organizational communication will change service delivery at Nairobi GPO Huduma by 0.067, increasing the teamwork parameter in relation to work culture by 0.121, and increasing the employee commitment parameter in relation to work culture by 0.78.

In addition to the previously mentioned findings, the study reveals that effective communication plays a crucial role in the Huduma Center's ability to provide high-quality services. The majority of businesses surveyed acknowledged the significance of effective

communication in delivering satisfactory services. This highlights the need for continuous improvement in communication practices within the organization.

Moreover, the discoveries show that workers have successfully adjusted to recommended alterations or changes, prompting an expansion in assistance delivery. This exhibits the nimbleness and strength of the labor force in embracing change and recommends that change the board systems have been effective in working with smooth advances.

The study also shows that managers and supervisors are thought to be very good at communicating information about changes. This demonstrates the significance of management's strong leadership and efficient communication in enabling successful organizational change.

Additionally, the findings demonstrate that when effective change communication is lacking, service delivery suffers. This accentuates the basic job of correspondence in guaranteeing that changes are really executed and don't adversely influence service delivery.

Regarding employee commitment, the findings indicate that employees at the Huduma Center demonstrate a high level of commitment and loyalty. They recommend the center to their family and friends, value the center's values, and perceive a strong alignment between their own values and those of the organization. This highlights the positive organizational culture and employee engagement within the Huduma Center.

The study further suggests that the center maintains a competitive pay and benefits package, which contributes to employee satisfaction and their willingness to stay with the

organization. This finding underscores the importance of fair compensation and rewards in attracting and retaining talented employees.

The findings also indicate that employees have a strong understanding of how they contribute to the Huduma Center's goals. This indicates a clear alignment between individual and organizational objectives, fostering a sense of purpose and motivation among employees.

In relation to service delivery, the study establishes a significant connection between the work culture of the Nairobi GPO Huduma Center and its service quality. The findings indicate that teamwork, employee commitment, and effective organizational communication positively influence service delivery outcomes.

5.3 Conclusions of the study

Based on the findings, it is evident that effective communication, adaptability to change, strong leadership, and a positive work culture play a crucial role in the government of Kenya's ability to provide high-quality services to its citizens. The study highlights the importance of continuously improving communication practices, change management strategies, and establishing feedback mechanisms from staff to enhance service delivery. The findings also emphasize the significance of employee commitment, loyalty, and attitude towards work in driving excellence in service delivery. The positive organizational culture and employee engagement within the Huduma Center are key contributors to its success in delivering satisfactory services. Additionally, the research underscores the influence of work culture on service delivery within Huduma Centers and government agencies. These observations from the field demonstrate the importance of nurturing a

conducive work environment and fostering employee engagement for achieving service excellence in the public sector.

5.4 Recommendations

Based on the study's findings, several recommendations are put forth to further enhance the performance and service delivery of the Huduma Center. It is recommended that the Huduma Center leadership should develop whistleblowing protection policy to guide how feedback is received processed and managed.

Furthermore, continuous efforts to improve employee engagement should be a priority for the Huduma Center as a practice this should include town hall sessions to keep the employees involved and address issues, employee commitment and satisfaction. Implementing recognition and reward programs, providing opportunities for professional growth and development, and promoting work-life balance are essential strategies to nurture a motivated and dedicated workforce.

5.6 Suggestion for Further Studies

In conclusion, while this study has provided valuable insights into the relationship between work culture and service delivery at the Huduma Center, it is essential to acknowledge that it focused solely on this specific organization. Therefore, future studies should be conducted to examine how work culture influences service delivery in other Kenyan government departments and across various industries. By expanding the scope of research, a more comprehensive understanding of the impact of work culture on service quality can be obtained, leading to further improvements in public service delivery nationwide.

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APPENDIX I: QUESTIONNAIRE

Instructions:

The items in this questionnaire are for educational research purposes only. All information given will be treated with utmost confidentiality. You are not required to fill in your names. Please fill in the blanks or tick (√) in the box/spaces to provide the information requested for on the spaces provided.

SECTION A: Respondent's Profile

2.1.1.1 Kindly indicate your gender

Male

Female

2.1.1.2 What is your age bracket?

20- 30 years

30-40 years

40-50 years

50-60 years

2.1.1.3 How long have you worked in Nairobi Huduma Center?

Less than 1 year

2 to 3 yrs.

4 to 5 yrs.

More than 5 years

2.1.1.4 What is the highest qualification?

Secondary

Diploma

Bachelor's degree

Master's degree

SECTION B: ORGANIZATION COMMUNICATION

The following statements relate to your views on how organizational communication influences service delivery. Please, show the extent to which you agree with each of these statements. You should rank each statement as follows: use the Likert scale of 1-5 where;

1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Statement	1	2	3	4	5
Customers are highly valued at Huduma Centres					
Staff are courteous to clients who seek services					
Customers are required to rate staff after service delivery					
Feedback from customers is carefully analyzed					
Customer needs are well taken care of					
Clients are provided with adequate seats					
Customers are properly guided from the entrance to the service counters and to the exit.					

Section C: TEAMWORK

To what extent do you agree with the following attributes on service delivery exhibited by Huduma center? Using a scale of 1-5, tick the appropriate answer from the alternative provided. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree

Statement	1	2	3	4	5
There is effective group leadership					
Trust exists among members					
Team members have unique recognition					
Satisfaction in the performance evaluation					
Group reward acts as a motivation					

Working with team increase efficiency of an employee					
Team work achieve participation, confidence and skills development					

SECTION D: EMPLOYEE COMMITMENT

To what extent do you agree with the following attributes on service delivery exhibited by Huduma center? Using a scale of 1-5, tick the appropriate answer from the alternative provided. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree

Statement	1	2	3	4	5
I recommend this Huduma center to my family and friends					
I feel no loyalty towards the Huduma center					
I value the Huduma center's values					
I find that my values and the Huduma center values are very similar					
The Huduma center maintains a competitive pay and benefits package.					
I would be very happy to spend the rest of my career with this Huduma center					
I understand how I contribute to the Huduma center's goal					
I am glad I chose to work for this Huduma center					
This org Huduma center has high work morale					
My Huduma center inspires me to give my best shot at work					

SECTION E SERVICE DELIVER

To what extent do you agree with the following attributes on service delivery exhibited by Huduma center? Using a scale of 1-5, tick the appropriate answer from the alternative provided. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree

Statement	1	2	3	4	5
Customer complaints are received and acted upon promptly					
Customer compliments are always well received					
The services offered in Nairobi GPO Huduma center are reliable					
Nairobi GPO Huduma center fully conform to and fulfill the provisions of the constitution and expectations of the public					
There is responsiveness to citizens' needs in Nairobi GPO Huduma center					
There is professionalism in Nairobi GPO Huduma Centre					
There is respect for the rule of law in Nairobi GPO Huduma Centre					
There is observance of public service values in Nairobi GPO Huduma center					



REPUBLIC OF KENYA

Ref No: 804251

RESEARCH LICENSE



This is to Certify that Ms. Erich Jepkosgei Kiptoo of Africa Nazarene University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF WORK CULTURE ON GOVERNMENT OF KENYA SERVICE DELIVERY INITIATIVE: A CASE STUDY OF HUDUMA CENTER IN NAIROBI COUNTY for the period ending : 26/April/2024.

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11th, April, 2023

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Our Ref: 13M01DMBA061

The Director.

National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: ERICAH JEPKOSGEI KIPTOO

Miss. Ericah is a postgraduate student at Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Miss. Ericah is conducting research entitled:

“Influence of Work Culture on Government of Kenya Service Delivery Initiative: A Case Study of Huduma Center in Nairobi County”

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,

MBA, Coordinator,

School of Business,

Africa Nazarene University.

RESEARCH LOCATION

