THE EFFECTS OF EMPLOYEE PERCEPTIONS ON SERVICE DELIVERY: A
CASE STUDY OF PUBLIC AGENCIES IN MACHAKOS COUNTY.

PRESENTED BY:

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DECLARATION

This research project is my original work and has not been presented for the award of master’s degree in any other university or institution for any other purpose.

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This research project has been submitted for examination with my approval as university supervisor.

Signature ____________________________          Date____________________

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Department of Political Science and Public Administration
DEDICATION

I dedicate this work to my Family; Mum, Brothers and Sisters who inspired me to work very hard to achieve my academic potential. To my lovely children Brian Chege and Juliet Wangui, for their perseverance and understanding during the period of my study. They have all been very supportive and they have really encouraged me during the whole journey which has been full of challenges and rewards. I am very grateful and appreciative in the fact that they have walked with me until I have completed this work. May I also thank the Almighty God for His abundant love, protection, provision of good health, knowledge and for granting me the gift of life. Thank you all.
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ABSTRACT

This study sought to find out the effects of employee perceptions on service delivery in public agencies. Based on empirical study of ten public agencies within Machakos County, the study sought to establish whether employee perceptions have significant influence on service delivery on those agencies. It was based on the social exchange theory and used survey research method. More specifically, simple random sampling was used to select the respondents; employees and clients. A five point scale was used to collect primary data from both the employees and clients and analysis was done using descriptive and inferential statistical methods to find the relationship between the variables. The study found very low perception levels generally and equally very low service delivery levels by the agencies. Nonetheless, there was a strong positive correlation between employee perceptions and service delivery showing that when employees have more positive perceptions, then the service delivery of their agencies tend to be better and vice versa. These findings therefore strongly support the study hypothesis.
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DEFINITION OF TERMS

Clients as used in this study refer to direct recipients of government services who get access to these services by dealing directly with service providers.

Employees refer to people working in an organization who individually and collectively contribute to the achievements of its objectives. In the context of this study, those working for the different departments will be considered as employees of those departments.

Employer is a person who is contractually bound to an employee to give that employee money as salary or wages, in exchange for ongoing work and for which the employer directs the work and exercises fundamental control over work (Armstrong, 2006). For the purpose of this study, the definition of employer is restricted to the organization where the person is working who is providing services.

Employee Perceptions as used in this study refers to a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment and these perceptions are not necessarily based on reality but are merely perspectives from a particular individual’s view of a situation (Robbins et al, 2004). In the context of this study, it refers to employee perceptions about their employer.

Positive Perceptions refers to favourable behavior or influence arising from employer’s commitment and employees expected behavior that will produce positive outcomes in an organization (Armstrong, 2006). In the context of this study, positive perceptions refers to portraying the organization in good light in terms of parameters set out; for example, a person who strongly agrees that a supervisor allows for employee own judgment in solving problems will be assumed to have positive perceptions as compared to one who does not.

Service Delivery according to Armstrong (2006), refers to a continuous, cyclic process for developing and delivery of user-friendly services. For the purpose of this study, service delivery refers to the level of satisfaction on how well services are delivered and the level of client satisfaction will be used as an indicator of service delivery.
## ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CT-OVC</td>
<td>Cash Transfer for Orphans and Vulnerable Children</td>
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<td>CSRP</td>
<td>Civil Service Reform Program</td>
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<tr>
<td>DFRD</td>
<td>District Focus for Rural Development</td>
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<td>DPM</td>
<td>Directorate of Personnel Management</td>
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<td>GOK</td>
<td>Government of Kenya</td>
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<td>IPPD</td>
<td>Integrated Payroll and Personnel Database</td>
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<td>KACC</td>
<td>Kenya Anti-Corruption Commission</td>
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<td>KNBS</td>
<td>Kenya National Bureau of Statistics</td>
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<td>MTP</td>
<td>Medium Term Plan</td>
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<td>OPCT</td>
<td>Older Persons Cash Transfer</td>
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<td>OVC</td>
<td>Orphans and Vulnerable Children</td>
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<td>PC</td>
<td>Performance Contracting</td>
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<td>PSR</td>
<td>Public Sector Reforms</td>
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<td>PSTD</td>
<td>Public Service Transformation Department</td>
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<td>PWSD-CT</td>
<td>Persons With Severe Disabilities Cash Transfer Program</td>
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<tr>
<td>RBM</td>
<td>Results Based Management</td>
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<tr>
<td>RRI</td>
<td>Rapid Results Initiative</td>
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<td>SAPS</td>
<td>Structural Adjustment Programmes</td>
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<td>VERS</td>
<td>Voluntary Early Retirement Scheme</td>
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CHAPTER ONE
INTRODUCTION

1.1 Study Background

Public service worldwide plays a critical role in the provision of necessary services that are of paramount importance to a country’s economy. It is expected that the public service operates efficiently and effectively and therefore when they become inefficient and ineffective, the results are felt far and wide as the quality of life and development of the people is affected negatively. One of the most important ways that employees affect performance is in their interactions with their clients. Accordingly, it is vital that organizations understand the effects of employees’ perceptions of their employers and how they relate to customer satisfaction and overall service delivery.

At independence, Kenya, like many African countries was confronted with challenges as far as the public service was concerned, putting constraints on public service delivery capacities (Lienert, 2003). The challenges included shortage of manpower in terms of numbers and key competencies as well as lack of appropriate mindset and social-psychological dispositions. In addition, there were recurrent problems of shortage of financial and material logistics that are paramount to assist in effective service delivery.

From that time onwards, there was increasing centralization of power that was justified on grounds for nation building and development that required territorial unity and the central guidance associated with it (Oloo, 2008). Later, centralization of power began to be associated with problems such as marginalization of minority groups and distribution and management of resources (Constitution of Kenya Review Commission, 2002). In addition,
such systems were perceived to be expensive, inefficient and unresponsive to the needs of people. Faced with constraints and failures of centralized service delivery especially at the local level, governments have turned to decentralized mechanisms of service delivery (Bardan, 2002; Robinson, 2007).

The Kenyan government recognized some of these challenges and in an effort to mitigate them responded by launching several new policies, strategies and reform programs to improve service delivery (GOK 1993). To start with, the Government of Kenya, as indicated in the Poverty Reduction Strategy Paper and the 9th National Development Plan (2002-2006), identified decentralization as an important mechanism for improving public sector efficiency, governance, equity and poverty reduction (Smoke, 2003). For example, the District Focus for Rural Development (DFRD) strategy was developed in 1983 where planning and implementation of projects would be done at the district level while national projects would be the responsibilities of the Ministries (Barkan and Chege, 1989).

Other key local interventions included the Local Authority Transfer Fund (LATF)(1998/99); Poverty Alleviation Fund (2000/1); the Roads Maintenance Fuel Levy Fund (RMLF) (2000/1); Constituency HIV/AIDS Fund (2001/2); Free Primary Education Fund 2003; School Bursaries Funds (2003); and Constituency Development Fund (CDF) (2003/4). The above initiatives demonstrate the government’s commitment to the decentralization of economic power to ensure that services are delivered directly and effectively to communities (Kibua and Mapesa, 2008).
The Kenyan government also responded to these challenges through the formulation and implementation of Public Sector Reforms (PSR) which were introduced in phases such as staff reduction which was carried out through Early Retirement, abolition of posts which had stayed vacant for so long and freezing of employment (DPM, 2004). Another reform was the rationalization of the civil service which introduced performance management strategies that focused on improving service delivery and creating a results oriented culture in the public service. Finally, the third phase of public service reforms was introduced which was guided by the Economic Recovery policy direction that targeted performance improvement and management in the public service (DPM, 2004).

In an attempt to improve efficiency and effectiveness, some of the devolved functions have also been privatized in order to remove government participation in areas of less competence or where the private sector is likely to perform better. However, despite privatization, service delivery in most cases does not seem to have substantially improved. For example, privatization of water services by Kenyan local authorities did not improve water service delivery in terms of area coverage, water quality and hours of continuous water supply (Asingo, 2008). In addition, public organizations do not often compete in a market similar to that experienced by private firms but instead, they may exist in as a monopoly good or service where there are no comparable substitute services (Meir and Bohte 2003). Moreover, public organizations have repeatedly being described as outdated, inefficient and underperforming and remains a salient issue among policy makers, the mass public and academic scholars (Goodsell 1993; Rainey & Bozeman 2000). Such efforts, strategies and reforms seem not to have given the human aspect much attention which is the whole issue of employee perceptions. It is assumed that when employees have favorable attitude towards
their jobs, their organizations or companies tend to perform better. This study therefore explores the way services are delivered by focusing on how employee perceptions of their employers influence public service delivery.

1.2 Statement of Problem and Research Question

Since independence, there have been major concerns to improve the Kenya’s public sector due to its ineffective and inefficient nature in service delivery. This has led to the implementation of several reforms and strategies in order to improve performance. Decentralization was introduced as a strategy that would bring service delivery closer to the consumers, improve the responsiveness of the central government to public demands, improve the efficiency and quality of public services and empower lower units to feel more involved and in control (Cheema and Rondinelli, 2007). Besides decentralization, the other reforms and initiatives includes institutionalization of results based management, rapid results approach, development of strategic plans and preparation of service charters, e-government, performance contracting, privatization, and performance appraisal system etc.

However, evidence suggests that despite all the above public sector reforms, service delivery is still inefficient and ineffective and several complaints have been reported. Most local authorities in Kenya have faced a number of persistent problems in water supply and management; frequent water shortages and wastage, high volumes of unaccounted-for-water, illegal connections mismanagement of funds from water bills, non-reading of metres and non-payment of water bills, poor quality and unaffordability to the urban poor among others (Asingo (2008). Furthermore, It is notable also that Kenya made significant gains in healthcare provision immediately after independence progressively up to early 1990’s, attributable mainly to heavy government financing and effective supervision of the sector.
Thereafter, there was observed progressive deterioration of health of Kenyans due to poor governance of institutions mandated to coordinate and provide services coupled with the maturing problems related to the introduction of Structural Adjustment Programmes (SAPS) in the 1980’s that introduced cost sharing in the provision of essential services including health (World Bank, 1990). These systems have been associated with management and accounting problems as they have been inadequate to support cost recovery programmes and have also been found to be inequitable and anti-poor (Larbi, 1999).

The question therefore arises why public organizations would continue to be ineffective and inefficient despite all the reform efforts. What is apparent is that most past studies have been focusing on institutional changes yet the literature suggests that behavior to a large extent is important. Notwithstanding the above evidence, literature suggests that perceptions are key in understanding behavioral and possibly failure of institutions to function efficiently. Therefore, understanding employee’s perceptions on service delivery is relevant because employees are the internal customers of any firm or organization and their perceptions is assumed could determine the nature of service delivery they offer to their clients.

Unfortunately, sufficient attention appears not to have been given to the relationship between employees’ perceptions and service delivery especially in public organizations and this is a major reason why this study is particularly important. People’s feelings and beliefs about someone or something seems only loosely related to how they behave and thus the study of employees’ perceptions is critical toward formulation and management of policies in an organization (Arnold, 1991).
Employees need to be focused to the realization of organizational goals and this can only happen when employees feel appreciated and satisfied. It is on this basis that this study wants to establish the effects of employees’ perceptions of their employer on service delivery especially in public agencies. This therefore leads to the following research question: *How do employees’ perceptions about their employer affect service delivery in public agencies?*

### 1.3 Research Objective

The main objective of the study is to find out the effects of employee perceptions on service delivery in public agencies.

### 1.4 Justification of the Study

This study seeks to establish new information as well as increase the body of knowledge on organizational and individual awareness on effects of employee perceptions of their employer on service delivery. By understanding employees’ perceptions on service delivery, the government agencies will understand its employees’ attitudes, which will result in greater work retention, job satisfaction, loyalty among customers and quality service delivery. The human resource specialists will be able to understand how the variables in this study interact with each other and use the information from the study to design better jobs so as to ensure job satisfaction. The study will benefit the government, private sector and other important agencies especially the policy makers whose overall objectives are to accelerate the rate of employee’s performance thus improving on service delivery.
Human behavior is not about reality but about perceptions that differs from a particular individual’s view of a situation. In dealing with the concept of organizational behavior, understanding employees’ perceptions becomes important because peoples’ behavior is based not on reality but perceptions (Robbins, et al, 2004). For example, people usually vote for a particular individual during elections not necessarily because of what he or she can do for them, but because of the perceptions they hold concerning them. In the social life, people usually shop from a particular shop or shopping mall, not because they have any reasons why it is good to shop there but due to the perceptions they hold about them. The knowledge gathered from this study will therefore add to a growing body of knowledge regarding social, economic and political life.

The study will also stand to benefit future researchers, scholars and academicians who may wish to study employees’ perceptions of their employer on service delivery. Using the case study of the ten public agencies based in Machakos County, they will acquire an insight on the specific human factors that may be latent but which highly influence service delivery not only in the public sector but also in the other sectors of the economy. They will also be able to use the findings of this study to prove various theories and use the study as a basis for further research on other variables not included in this study. The findings will also increase the stock of theoretical and empirical knowledge and also form the basis for further research.

1.5 Scope and Limitations of the study

There are many government agencies in Kenya but for the purpose of this study, only ten institutions providing tangible services were purposively selected. These are National Registration Bureau, Civil Registry department, Registry of title deeds, Land Search
department, Liquor Licensing Directorate, Trade Licensing department, Kenya Police
department, Children’s department, Social Development department and Physical Planning
department.

The above named departments are all based in Machakos town which is the headquarter of
Machakos County. Machakos town, which was the first capital city in Kenya, is an urban
centre and also a satellite town due to its proximity to Nairobi. It was purposively selected
because of easier access to information, effectiveness in terms of cost and time and is also
believed to be the best performing among the counties.

The researcher encountered a number of problems while undertaking this particular study.
The first limitation was confidentiality whereby employees in the departments under study
were not willing to give information fearing future reprisals. This problem was dealt with by
the researcher assuring members of staff that the information given was only for research
purposes and would be treated as confidential. The second limitation was lack of knowledge
on the subject both on the part of employees and clients. Some employees especially at the
lower level seemed not to understand the human resource policies of the department which
was resolved by conducting a pilot study. In addition, the response rate for the respondents
was not 100% especially for the employees whose questionnaires had been dropped to be
picked later but they could not be traced as they were out of their offices at the time of
picking the questionnaires.
1.6 Literature Review

1.6.1 Introduction

This section discusses the literature review of the study. The purpose of literature review is to explore the existing and available information covered by different researchers on the effects of employee perceptions on public service delivery. The literature specifically addresses the following; an overview of employee perceptions and service delivery and the effects of employee perceptions on service delivery.

1.6.2 Overview of Employee Perceptions and Service Delivery

The employee’s perceptions and inferences are becoming increasingly important to the study of service quality because they are being linked to service performance (Benoy, 1996; Schneider and Bowen, 1995). According to Guzzo and Noonan (1994), human resource practices are communications from the employer to the employee. They send signals regarding the extent, to which the organization is willing to invest in its employees, sees the employees as an important asset to attain added value in the organization and cares for its employees’ well-being. Positive perceptions of these human resource practices will create an obligation within employees to react equitably by showing positive attitudes and behavior.

According to a study done by Amabile and Kramer (2007), they state that employees are continuously forming perceptions and experiencing different emotions in the workplace. These perceptions and emotions affect work motivation from time to time and consequently their performance. They further state that peoples’ performance will be at its best when their everyday experiences includes more positive emotions, stronger intrinsic motivation and more favorable perceptions of their work, their leaders, teams and organizations as a whole.
Therefore, managers need to enable employees to move forward in their work and treat them decently as human beings so as to achieve organizational performance. This study aims to find out whether there exist any correlation between employee perceptions and service delivery.

Other authors argue that the human resource department has an important role to play towards employees which should mainly consist of guarding employees’ well-being against management indifference (Bowen and Ostroff, 2004; Francis and Keegan, 2006; Harris, 2007). The human resource practices described above are only one way as they are from the employer to the employee hence the employees’ point of view insignificant. Therefore, this relationship could be directed towards maintenance of status quo on the part of the employee to avoid conflict or loss of job. This study aims at filling the gap by focusing on both employees and clients and establishing the kind of relationship that exist between them.

On the other hand, service delivery is a major concern to many employers. It results from interactions between contact employees and customers, hence attitudes and behaviors of the contact employees can influence the quality of service rendered (Schneider and Bowen, 1985). In addition, Beatson et al, (2008) found that perceived employee satisfaction, perceived employee loyalty and perceived employee commitment had a certain impact on product quality and service quality. Schneider and Bowen, (1985), states that there is established positive correlation between the attitudes of employees, including employee customer perceptions of service quality. In carrying out this study, which will be done among public agencies, it will become evident on some of the aspects of perceptions that are
key in employees that highly influence service delivery and whether there is any correlation between employee perceptions and service delivery.

1.6.3 Effects of Employees Perceptions on Service Delivery

Empirical findings suggest that where employees perceive their organizations as having a strong service orientation, customers report more positive service satisfaction (Hiskett et al 1997; Schneider and Bowen, 1992). According to a study by Amabile and Kramer (2010), on the day to day activities, emotions and emotional levels of knowledge workers, they concluded that the top motivator of performance is progress. The workers’ emotions are most positive and their drive to succeed at its peak when they sense that they are making headway in their jobs or when they receive support that help them overcome obstacles. Although progress could be a motivator of performance, it could differ from one organization to the other having different effects. This study therefore wants to find out the effects of employee perceptions on service delivery within public agencies.

One way to influence employees’ skills is through acquisition and development of organizational human capital. The selection process should be carefully designed, based on relevant and reliable criteria and is believed to have crucial importance for the quality and type of organizational skill set (Bailey, 1993). However, even highly skilled employees could be ineffective if appropriately configured motivational mechanisms are not in place. Bailey further contends that the effectiveness of even highly skilled motivated employees could be hindered by an inappropriate organizational structure, if employees having high understanding of their jobs were not allowed to use their skills and abilities so as to improve current job processes. Therefore Bailey proposed provision of organizational structures
facilitating employees’ participation and engaging them in the development of their own work processes.

A study done by Wanjau *et al* (2012), in the Kenyan public health sector, revealed that low employee capacity affects quality of service delivery to patients in public health sector. This usually affects the health service quality perceptions, patient satisfaction, and loyalty. The study tied successful recruitment and retention of staff to empowerment of staff and recommended that staff be treated as full partners in the hospital operations and be granted opportunities for advancement. This study wants to explore whether employees even after rigorous employees’ recruitment and selection process develop the same perceptions and the effects these have on service delivery. It will therefore fill the gap of the relationship between employee perceptions and service delivery particularly in public agencies.

In addition, Mukherjee and Malhotra (2006), in their study in call centers of a major commercial bank, examined the effects of role clarity on employees’ perceived service quality. They revealed that role clarity plays a critical role in explaining employees’ perceptions of service quality. The research findings further indicated that participation, feedback and team support significantly influence role clarity, which in turn influences job satisfaction and organizational commitment. The key antecedents of role clarity considered here were feedback, participation, autonomy, supervisory consideration and team support while key consequences were organizational commitment, job satisfaction and service quality. The above study was carried out in a private setting as opposed to this study which will be carried out within public agencies in order to find out the effects of employee perceptions on service delivery.
Kimungu and Maringa (2010), in their study in a Kenyan private hotel industry focused on employee turnover and how it relates to customers’ satisfaction in services and competitiveness of an establishment. The study revealed that low job satisfaction, unfavorable working conditions and slow career advancement were some of the major factors influencing employees resulting to lower quality in delivery of services and consequently reduced customer satisfaction hence making an establishment less competitive.

The behavior of both management and employees were found to play a role in employee turnover as employees’ experience was highly considered during recruitment thereby influencing employees’ behavior and attitude into changing jobs frequently in order to gain the much needed ‘experience’. The above study was undertaken in a private setting and employee perception was a dependent variable and quality of service delivery an independent variable. This study is carried out within public agencies and wants to find out the effects of employee perceptions on service delivery.

The literature reviewed is rich and diverse focusing mainly on employees’ perceptions in private institutions and studies mainly done on different settings. From the existing literature, sufficient attention seems not to have been given to employee perceptions in public agencies and therefore, this particular study will be very important as it focuses on the human element which is a key component in employee performance and consequently on service delivery. This study will also be very important especially because the country is in a period of devolution after the implementation of the 2010 Kenyan Constitution. Therefore it offers an excellent comparison among the different public organizations of study and the services offered by both the National and County governments under the
current constitution. In conclusion therefore, understanding employee perceptions of their employer is important for the realization of desired organizational goals.

1.7 Theoretical Framework

1.7.1 Overview

This study was guided by the social exchange theory to find out the effects of employees' perceptions on service delivery. Besides the social exchange theory, there are other theories that could have been used in this study but which possesses certain weakness hence inadequate for the study. For instance, Herzberg’s two factor model that was developed by Herzberg could have been used which explains a theory of motivation at work which has two categories of work. It is assumed that people have the ability to either be satisfied or dissatisfied depending on work conditions (Graham and Bennett, 1998).

This theory implies that the wants of employees are divided into two groups. The first group revolves around the need to develop in one’s occupation as a personal growth while the second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices (Graham and Bennett, 1998). These groups form the two factors in Herzberg’s model which consists of the satisfiers or motivators because they are seen to be effective in motivating the individual to superior performance and effort. Motivational factors which include achievement, recognition, growth, advancement, responsibility and work itself are intrinsic factors which reflect the content of the job. On the other hand, dissatisfies or hygiene factors are extrinsic in nature and include such factors as supervision, consistent management policies and rules, salary, working conditions and job security and are concerned with context of the job. This
category describes the environment and serves primarily to prevent job dissatisfaction, while having little effect on positive job attitudes (Hodson 2001, 36). While this model is useful in this study, it does not make any attempt to measure the relationship between satisfaction and performance hence inadequate.

Another theory that can be used in this study is the rational choice theory that was pioneered by George Homans in 1961. This is the view that people behave as they do because they believe that performing their chosen actions has more benefits than costs. According to this theory, individuals must anticipate the outcomes of alternative courses of action and calculate that which will be best for them. Like economic theories that look at the way in which production, distribution and consumption of goods and services are organized through money, rational choice theorists argue that the same general principles are applicable in understanding human interactions. Rational individuals choose the alternative that is likely to give them the greatest satisfaction (Carling 1992 et al).

Rational choice theory operates on the norm that all actions are fundamentally ‘rational’ in character. It distinguishes it from other forms of theory because it denies the existence of any kinds of action other than the purely rational and calculative. It argues that all social action can be seen as rationally motivated, however much it may appear to be irrational. Rational choice theory also assumes that complex social phenomena can be explained in in terms of individual actions that lead to those particular phenomena- known as methodological individualism, which holds that the elementary unit of social life is individual human action.
However, the theory fails to explain collective action, that is, if individuals simply base their actions on calculations of personal profit, it would be difficult to explain why individuals would choose something that benefits others more that themselves. Therefore this theory is too individualistic and fails to explain and take proper account of existence of larger social structures. This theory also does not explain why some people seem to accept and follow social norms of behavior that lead them to act in selfless ways or to feel a sense of obligation that overrides their self-interests.

1.7.2 The Social Exchange Theory

This study was guided by the social exchange theory which was developed by Stacey Adams in 1963 (Blau, 1967 and Organ, 1977). This theory states that there is a norm of reciprocity, meaning that when a person or entity does a favor for another, the recipient of the favor will feel a sense of obligation to reciprocate. It is concerned with the perceptions people have about how they are being treated as compared to others and recognizes that motivation can be effected through an individuals’ perceptions of fair treatment in social exchanges. Social exchange involves a series of interactions to generate obligations which are unspecified and these interactions are usually viewed as independent of the action of another person. (Emerson, 1976; Cropanzano and Mitchell, 2005)

The underlying assumption of equity in social exchange is that most people expect social justice or equity to prevail in interpersonal transactions (Organ, 1977 and Cropanzano et al, 2003). An individual who is accorded some form of social gift in excess of what is anticipated will experience gratitude and feel an obligation to reciprocate the benefactors (Goulder, 1960; Organ, 1977). In a reasonable situation, an employee receives rewards relative to the contribution he or she makes to the organization. Such positive reciprocal
relationships have the potential of generating high quality relationships among the parties involved that eventually turn into trusting, loyal, and mutual commitments (Cropanzano and Mitchell 2005).

1.7.3 Application of the Theory to the Study
In relation to this study, when an employee has the feeling that the employer values his or her contributions and cares about his or her well-being, it will cause the employee to react with attitudes and behaviors that are beneficial to the particular organization (Goulder, 2005). Employees are motivated to preserve a balance between what they observe as their inputs or assistance such as hard work, skill level, tolerance, enthusiasm and outputs or rewards such as salary, benefits, recognition compared to others (Robbins, 2005). Positive perceptions of the employees towards their employer will create an obligation to react equitably by showing positive attitudes and behavior.

A human resource department only focusing on (strategic) process issues may be considered as only looking after the interests of management as opposed to the interests of the workforce. In this case employees may lose trust and confidence in the human resource department as a partner advocating their needs at the highest management level in the organization (Francis and Keegan, 2006). In addition, if an employer offers favorable working conditions that make its service employees satisfied, the latter will in return tend to be more committed to making an extra effort to the organization as a means of reciprocity for their employer leading to higher level of service quality (Wayne et al, 1997).

1.8 Hypothesis
Positive employee perceptions enhance service delivery.
1.9 Methodology

1.9.1 Research Design
This researcher adopted cross-sectional research design to find out the effects of employee perceptions on service delivery by focusing on the existing work situation and looking at perceptions at one point in time. Structured questionnaires were used to collect quantitative data from both employees and clients hence yielding numeric analysis of the study.

1.9.2 Study Site and Study Population
The study site was Machakos town, Machakos County which is a town in the eastern part of Kenya, 63 kilometres south east of Nairobi. It is a major urban center and the administrative headquarter of Machakos County with its population at 150,041 as of 2009 population census who are mostly Kambas though it’s a cosmopolitan town. Machakos town was established in 1887, ten years before Nairobi and was the first administrative centre for the British colony but they moved the capital of Kenya to Nairobi in 1899 since Machakos bypassed the Ugandan railway that was under construction.

Machakos County boarders Machakos Town and Kiambu Counties to the west, Embu to the north, Kitui to the east, Makuani to the south, Kajiado to the south west and Murang’a and Kirinyaga to north west and covers an area of 6,208 square kilometres. Machakos County stretches from latitudes $0^\circ 45'$ south to $1^\circ 31'$ south and longitudes $36^\circ 45'$ east to $37^\circ 45'$ east. The climate is semi-arid and hilly terrain with an altitude of 1000-2100 metres above sea level and a total population of 1,098,584 people. The Akamba people are the dominant habitants of Machakos County (KNBS, 2013).
The county constitutes 8 sub-counties (Machakos Town, Masinga, Yatta, Kangundo, Kathiani, Mwala, Matungulu and Athi River) where they were mapped to this county for the purposes of generating county estimates (Republic of Kenya, 2001). Administratively, the county is divided into twelve divisions, sixty two locations and two hundred and twenty five sub-locations (Republic of Kenya 2001). Machakos town was preferred because of accessibility to information, effectiveness in terms of time and cost and also believed to be the best performing among the counties.

The research focused on employees working in each of the ten selected government departments providing tangible services. It also focused on clients who come seeking for various services from the same selected departments. The total number of the target population was 300 respondents.

1.9.3 Sampling Procedures

This research study used simple random sampling technique to select the two categories of respondents, that is; employees and clients. This technique enables the generalization of a large sample size of percentage of the total population. For the clients, they were selected randomly the first five people as they came in seeking for various services in the selected departments on a particular day bearing in mind both age and gender. The employees were selected randomly from a list of employees provided in each of the ten departments based on age and gender. A sample size of 100 respondents was drawn from the sample frame using simple random sampling to promote the needs for efficiency and representativeness. This is justifiable by what Kothari (2004) stated that a representative sample could be 30% of target population. The sample size from the ten departments is tabulated in the following table;
Table 1.1 Sample Size

<table>
<thead>
<tr>
<th>GOVERNMENT AGENCIES</th>
<th>SAMPLE OF EMPLOYEES</th>
<th>SAMPLE OF CLIENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Registry</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>National Registration Bureau</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Children</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Social Development</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Physical planning</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Kenya Police</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Liquor Licensing Directorate</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Trade Licensing</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Registry of Title Deeds</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Land Search</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2014)*

1.9.4 Data Collection Procedures

The research used survey method of data collection. In this regard, structured questionnaires were used to collect primary data which helped the researcher to obtain first hand data in order to answer the research question. Both the employees and clients were used as respondents to rate their perceptions and expectations on each of the items on a five point likert scale ranging from 1=strongly disagree to 5=strongly agree. The questionnaires were pretested prior to the main study on a group of respondents. Sample size of 1%-10% according to Mugenda and Mugenda (2003) of the targeted sample of 100 respondents was sufficient; hence 10 respondents were sampled; 5 employees and 5 clients. These
respondents were not used again in the main study. Pilot testing was conducted to determine the suitability, appropriateness and clarity of the questionnaire items in addressing the variables under investigation and also assisted in determining the reliability of the instrument. The questionnaire was assessed during the pilot testing on the relevance of the content in order to determine its validity.

1.9.5 Data Analysis

The data collected was edited, coded, classified and examined for completeness and consistency of information and was analyzed using descriptive and inferential statistics. For each of the variables, a series of questions as shown in the appendices were used to create indices. On the one hand, a series of ten questions were administered to a selected number of employees in each department. The responses were then aggregated to create a perception index showing how employees of each organization perceive their employer. Therefore for each organization, we have an employee perception index showing how employees in that organization perceive their employer.

Similarly, a series of ten questions were administered to a selected number of clients who came to seek services in each of the ten organizations. Their responses were aggregated to create a client perception index for each organization. Pearson product moment correlation coefficient (r) was used to establish the relationship between the two sets of indices.
CHAPTER TWO

PUBLIC AGENCIES AND SERVICE DELIVERY IN KENYA: A HISTORICAL
AND CONTEXTUAL BACKGROUND

2.1 Introduction

This section provides a historical and contextual perspective of the public service delivery in Kenya. The chapter will start with the historical evolution of public service in Kenya followed by an overview of public service reforms and end with major reforms in the Kenyan public service.

2.2 Historical Evolution of Public Service in Kenya

The history of the Public Service Commission of Kenya dates back to 1954 when Civil Service Commission was established by British colonial government following Holmes Commission Report of 1948. The main role of the Civil Service Commission was to advise the Governor on matters of appointments. At independence in 1963, the Civil Service Commission was enshrined in the constitution and renamed Public Service of Kenya.

Prior to independence in 1963, Kenya had a system of local government that included African district councils. These authorities had a reasonable level of autonomy, including elected councilors and revenue collection systems that depended on a graduated personal tax. During that time, local authorities delivered a number of important public services, such as education, health, water, housing and roads (World Bank, 2011).

At independence, the composition of the higher civil service was predominantly (British) expatriate both at the centre and in the field in spite of the Africanization efforts from 1960. Therefore a number of ministers appointed in 1963 found themselves being served by
expatriate permanent secretaries. All the provincial commissioners and a large number of
district commissioners were also still expatriates. Therefore, the relationship between them
and the new African ministers was one of mutual suspicion. It was against this background
that rapid Africanization of the provincial administration and the administrative cadre in the
civil service took place soon after independence so that by mid 1960s, they had all been
Africanized.

The country therefore inherited a centralized post-colonial government structures which
were expected to facilitate wealth distribution, and a one party political system that
perpetuated nepotism, marginalization, and ethnicity among other ills which created
conflicts resulting in military take-off like the one witnessed in 1982 despite adoption of a
new constitution that was expected to address the ills (ECA, 2003). According to Friedmann
1992, the centralized structures tend to be unresponsive to local needs as well as needs of the
disempowered in particular.

2.3 An Overview of Public Service Reforms
Public service reforms is a global phenomenon that took place in Organizations for
Economic Cooperation and Development (OECD) as evidenced by the structural
organizations and managerial changes in the late 1970’s (Hood, 1995). In Sub-Saharan
Africa, just like in other regions of the world, public service reforms (PSR) has evolved over
time. Generally, the region has witnessed three waves of PSR which are not neatly defined
and they considerably overlap differing from one country to the other. Nevertheless, these
three waves can be generalized as follows: the first wave covered the decade of mid 80’s to
mid-90’s and its distinctive feature is its focus on the restructuring the public service. This
period has been described the structural reform wave. The second wave was dominant in the
late 1990’s and its dominant trait is capacity building. Finally the third wave started about 2000 with a particular objective to underline improved service delivery.

Public service reforms in Kenya were initiated soon after independence as a necessary and continuous policy objective of enhancing efficiency and productivity within the public service. Further, the reforms were intended to usher in new administrative systems that would better serve the needs of both government and the citizenry with better delivery of public services to reduce poverty, improve livelihoods and sustain good governance. Further drive for public service reforms was occasioned by the advent of globalization in the area of production of goods, transport, communication and financial transaction (World Bank, 1997). The government therefore undertook serious efforts to reform and transforms the public sector in the early 1990’s although earlier attempts had been made in 1965 through the Sessional Paper No.10 (Republic of Kenya, 1965). These initiatives set forth an institutional framework in order to engender a culture of performance and quality service delivery across the entire Kenyan public sector.

2.4 Major Reforms of Public Service in Kenya

According to World Bank 2001, the Kenyan civil service continued to operate effectively until the end of the 1970s when it started declining. The “problems that developed in tandem with expansion included excessive employment with attendant overstaffing, and declining productivity, service levels, pay, morale, discipline and ethics” (World Bank, 2001:2). Further, by the late 1970s, the problem of indiscipline within the civil service had posed a challenge to the future of the civil service (Oyugi, 2006). This problem was brought about as influential powers had taken over the powers and responsibilities of the statutory appointing and disciplinary institutions hence usurping their powers.
The government embarked on serious efforts toward the reform and transformation of the country’s public sector management at the beginning of 1993. Those efforts covered four periods according to different authors as follows: 1993-7 (World Bank 2001), 1993-8 (Republic of Kenya, 2008; Marwa & Zairi, 2009), and 1993-2000 (Oyugi, 2006). Despite lack of consensus by the different authors, this period evolved when the government launched the Civil Service Reform Program (CSRP) I also described as the structural reform wave, to enhance public service efficiency and productivity. The CSRP mainly aimed at managing the costs (OPM/PSTD, 2010) and was largely influenced by the need for restructuring to reduce the size of the mainstream civil service (World Bank, 2001). A Steering Committee at the national, provincial and district level was formed to assist in implementation and each ministry had a national secretariat as its operational arm (Marwa and Zairi, 2009).

The CSRP I examined five broad policy areas. To start with, there was organization of the civil service which involved the rationalization of organizational structure to reflect better defined ministerial and departmental functions, including clear definition and specification of the internal functions of ministries and departments, clear hierarchy of authority and span of control and more accurate job description. Secondly, there was downscaling of the service, establishment of appropriate staffing levels for all cadres in the service and improvement of staffing control mechanisms through computerization of the establishment and improvement of the payroll system.

Also, there was achievement of compensation levels that were geared toward attracting and retaining professional and managerial talent in a competitive market economy as well as
monetization of allowances. In addition, there was rationalization of personnel management policies, identification of inadequacies in the existing personnel planning and vacancy management; improvement of disciplinary systems; promotion and capacity building. Finally, there was financial and performance management including transparency and accountability in financial management, institutionalization of control systems including computerization; management of the national budget; perfection of performance evaluation instruments and use of performance evaluation to impinge upon personnel replacement, training, discipline and rewards for enhanced productivity (Nzioka, 1998).

According to Nzioka (1998), several achievements were realized under the above CSPR I that included the success of Voluntary Early Retirement (VERS), abolition of more than 26,000 posts in addition to freezing of posts that had stayed vacant for long, the development of Integrated Payroll and Personnel Database (IPPD) system and decompression of pay scales. There was also development of training policy, design and introduction of unique identification numbers for civil servants to assist in the improvement of establishment control and maintenance of payroll integrity including elimination of ghost workers.

Despite the above achievements in CSRP I, this period had little positive direct impact on delivery of public service. This is because they were not anchored in a coherent strategy for reforming the role of government at large. For example, it was observed that “although initial civil service retrenchment exercise proceeded quickly, its cost containment objectives were rapidly contradicted and frustrated by the awarding of a huge pay rise to the Teachers Service and the politically motivated hiring of a large number of additional teachers in the
run up to the 1997 elections” (World Bank, 2001:3). Also, the reduction of even semi-skilled support staff, for example, like drivers which happened under voluntary early retirement scheme significantly constrained performance of the public service managers. In addition, CSRP I appeared like an isolated initiative and did not lead to a decline on the government wage bill as expected while, at the same time, the quality of public service delivery deteriorated (Oyugi, 2006).

The government reformulated and reconfigured the CSRP I and came up with CSRP II or second wave towards the end of 1999 and its dominant trait was capacity building. The key interventions in this second wave were as follows; the first intervention included enhancing of staff levels and this aspect of reform perpetuated past practices. There was therefore need for a heightened sense of the need to give more emphasis on-the-job and short-term training and to manage technical assistants (TA) differently. The second intervention aimed at improving management systems and structures and the systems targeted for improvement included those for human resources, financial and information management. The third intervention was restoring incentives and improvement of pay where even negative incentives were included, for example, sanctions for non-compliance with new codes of ethical conduct. Finally, there was improvement of the working environment where elements such as raising budgetary allocations for operations and maintenance of expenditures, office equipment and re-tooling had been identified.

Just like the CSRP I, the CSRP II generally did not have any perceptible impact on service delivery. In addition, the capacity building measures were in many instances piecemeal and fragmented. One major shortcoming was the notable absence of effective pay and incentives reform, which is critical to sustainable capacity building. Even with major downsizing of the
public service through retrenchments and early retirements, resources released were not enough to appreciably lift the low salaries of public servants. Consequently, morale and discipline in the public service remained low, and unethical conduct, for example, bribery and corruption were on the rise as service delivery continued to deteriorate throughout the country. Therefore, this wave was seen as a flop as it did not raise the declining public confidence in the public sector management standards and conduct or deteriorating public satisfaction with government services (OPM/PSTD, 2010). According to World Bank 2001, the overall performance of both CSRP I and II fell below expected level hence rated unsatisfactory.

The third wave that started about 2000 with a particular objective of improvement in service delivery coincided with the new National Rainbow Coalition (NARC) government that came into power in 2002. There was an imperative need and urgency to respond to the shortcomings of past CSRPs and therefore as a commitment to do business differently, the government came up with reforms such as the Economic Recovery Strategy for Wealth and Employment Creation (ERS 2003-2007). Due to the global surge political liberalization and pluralism, enhanced democratic environment in the 1990’s provoked a demand for good governance. These reforms therefore, were geared towards the strengthening of institutions of governance as good governance underlies sustainable development as well as improving public administration that is essential to economic recovery in order to avoid wastefulness and inefficiency (Republic of Kenya 2003). Furthermore, the ERS 2003-2007 confirmed that the government was committed to accelerating the public sector reform to create a leaner, efficient, motivated and more productive public service that concentrates and commits

The government therefore, formally prescribed to Results Based Management (RBM) in 2004 as a strategy for changing the culture and mode of operation of the public sector (OPM/PSTD, 2010). RBM as a management program approach in turn led to adoption of a rapid results approach as a structured methodology for building and practicing RBM which led to Rapid Results Initiative (RRI) (CIDA, 2009). The RRI was introduced to cultivate a strong focus on results and was used to attempt to fast track improvements in service delivery and or working conditions by several public sector institutions. The building blocks adopted for institutionalizing and mainstreaming RBM included strategic planning, performance contracts, annual work plans and service delivery charters (OPM/PSTD, 2010).

The fourth period of public sector reforms came in when the government released the Medium Term plan 2008-2012 (MTP 2008-2012). Following the 2007 General elections violence, the National Accord and Reconciliation Act of 2008 was enacted and the Office of the Prime Minister (OPM) headed by the Prime Minister (PM) was established. This was the first of the successive medium term plans being used to outline policies, reform measures, projects and programs that the government was committed to implement in support of the Kenya Vision 2030. The Kenya Vision 2030 as a blueprint emphasized on an efficient, motivated and well trained public service further enhancing on performance contract, building capacity in governance and inculcating public service values and ethics for national transformation (Republic of Kenya, 2008). In addition, transparency, accountability, participation and the rule of law were to constitute an integral part of the reform agenda.
The government created the Public Service Transformation Department (PSTD) in order to separate and absorb the public sector reform functions of the Department of Public Sector Reform and Performance Contracting (PC). The concept of Performance Contracting is defined as a freely negotiated performance agreement between the government and the respective Ministry, Department or agency which clearly specifies the intentions, obligations, and responsibilities of the two contracting parties. It therefore stipulates the results to be achieved by the contracted party and the commitments of government as the contracting party (GOK, 2010). Its main mission was to drive forward the implementation agenda for transforming the public service, improving the quality and responsive of public services and promoting a strong and professionally managed public sector, capable of enabling and facilitating the achievement of the Kenya Vision 2030 (OPM/PSTD, 2010).

In spite of achievements of performance contracts, intrinsic difficulties have come up. There is the classic principal-agent information asymmetry and moral hazard problem. Managers mostly enjoy an information advantage over owners and can negotiate targets that are difficult for outsiders to evaluate and or are easy to achieve. According to Schick (2003), some managers tend to operate as opportunistic agents who exploit the inherent asymmetries in information by knowing more about what they are doing, and what they may or may not be accomplishing, then their bosses; they put self-interest above the public interest. In addition, some institutions have developed methods where they deliberately set low targets for themselves. Such institutions therefore are able to score highly without ‘stretching’ so high hence posing one of the biggest challenge to the implantation of performance contracting (LOG Associates, 2010).
The current Kenyan constitution 2010, provides a supreme, lawful and legally binding basis for Kenyan public servants and their institutions. Through Article 47 in part 2 of the Bill of Rights, Chapter 6 on Leadership and Integrity and Article 232, values and principles of public service which apply to both public service in both levels of government and all state corporations are clearly outlined (Republic of Kenya, 2010b). It forms the basis for public servants and their institutions to modify their behavior in delivering public services and interacting with their fellow Kenyans in that pursuit. Therefore, efficiency and effectiveness in public service delivery is not a privilege in a democratic environment but a legitimate expectation of every Kenyan.

Therefore, reforming and transforming the public sector for improved delivery of public services means rectifying the imbalances of the past by focusing on meeting the needs of all Kenyans. Service delivery improvement also calls for a shift from over-centralized, hierarchical and rule bound bureaucratic systems, processes and attitudes that are currently been witnessed in the Kenya’s public sector and a search for new ways of working which put the needs of the public first. The objective of service delivery must therefore include not only equity but also efficiency as was recognized by the government of South Africa in its public sector transformation strategy (Republic of South Africa, 1997).

The introduction of public sector reform and transformation program involves an essential shift of culture that cannot be achieved in isolation but must be embedded in other fundamental management changes. For the public sector to remain relevant, deliberate efforts have to be taken to separate political process from management process but entrench citizen charters (ECA, 2003). The public servants therefore require to regard themselves as
servants of the people and where the public service is managed with service to the public as its primary goal. Public sector reforms and transformation is also a dynamic process out of which a completely new relationship is developed between the public service institutions and the public (Republic of South Africa, 1997).
CHAPTER THREE
RESEARCH FINDINGS AND INTERPRETATIONS

3.1 Introduction
This chapter presents the research findings and interpretations on the effects of employee perceptions on service delivery. The first part of the chapter presents data on the distribution of respondents by government agencies. The second part focuses on the demographic information on respondents such as age, gender, education level, years of service for employees and number of visits by clients. The next section provides data relating to the dependent variable, that is, service delivery. This is followed by discussions on the independent variable namely, employee perceptions. Next is a discussion on the effects of employee perceptions on service delivery. The final section of this chapter provides a conclusion, which ties together all the study findings.

3.2 Distribution of Respondents by Government Agencies
The study had targeted 50 employees and 50 clients of the selected government agencies in Machakos County making a total of 100 respondents. However, not all the targeted respondents ended up giving their responses. Table 3.1 shows those who responded, with respect to each of the 10 selected government agencies.
As revealed in Table 3.1 above, a total of 45 out of 50 employees participated in this study yielding a response rate of 90%. This was attributed to the fact that the employee’s questionnaires were dropped to be picked later but the 5 questionnaires that are missing are those of employees who were out of office and could not be traced even after numerous visits. Among the clients, the response rate was 98% as 49 out of 50 participated in the study. The high response rate for the clients was due to the fact that the questionnaires were administered and picked on the spot.

### Table 3.1: Number of Respondents per Government Agency

<table>
<thead>
<tr>
<th>Government Agencies</th>
<th>Employees Frequency</th>
<th>Clients Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Licensing</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Children</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Social Development</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Liquor Licensing</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Land Search</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Registry of Title Deeds</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Civil Registry</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Kenya Police</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>National Registration Bureau</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>49</strong></td>
</tr>
</tbody>
</table>
### 3.3 Demographic Information on Respondents

This section describes the demographic information on the respondents in each government agency sampled which comprises of the age, gender and education level. The first demographic variable that the study focused on is the age of the respondents. This is shown in Figure 3.1 below:

**Figure 3.1: Age of Respondents**

![Bar chart showing age distribution of employees and clients](chart)

Figure 3.1 above illustrates that majority of the employees (33.3%) belong to 18-25 and 26-35 age groups. This shows that most of the employees are within the youthful stage (18-35 years) in all the ten government agencies studied; a clear indication that the government is committed towards engaging the youth who are the majority in the country. The least employee age group was above 55 years (17.8%). Among the clients, the majority were within 26-35 age group accounting for 36.7%, followed by 18-25 years at 30.6%. 12.2% of the clients were within the age group of 36-45 and above 55 years. Finally, 8.2% of the clients belonged to 46-55 age group. This is an indication that most of the clients who seek
most government services are the young people. It shows that the youths are aware of and are actively seeking government services in the county.

The other demographic factor of interest to this study is the gender of the respondents. This is captured in Figure 3.2 below:

**Figure 3.2: Gender of Respondents**

![Bar chart showing gender distribution of employees and clients](chart)

Figure 3.2 demonstrates that majority of the employees were males accounting for 64.4% while the females accounted for 35.6%. On the other hand, 51% of the clients who participated in the study were males while 49% were females. That is, while the number of male employees was much higher than that of female employees, the male clients and female clients were almost the same. This shows that women are just as aware of government services as men. The near gender parity in seeking government services is a very positive thing in a country where men dominate most spheres of life.

The other demographic variable is education levels of the respondents which are shown in Figure 3.3 below:-
Figure 3.3 above reveals that majority of the employees (40%) had college education, followed by university education (33.3%) while 20% had secondary education. Similar to the employees, majority of the clients (38.8%) had college education, followed by university education at 24.5%, other qualification at 20.4%, and finally secondary education at 16.3%. What is surprising is that none of the respondents had primary education or even no education at all. It was expected that at least some clients would have lower than secondary education. It is therefore possible that only those with sufficient level of awareness attained through secondary seek services from the selected government agencies.

Attempts were also made to determine the number of years of service for the selected employees. The results are shown in Figure 3.4 below:-
Figure 3.4: Employees Years of Service

Figure 3.4 reveals that the majority of employees have been in service for 1-6 years (37.8%), followed by those who have served for 7-10 years (28.9%) and 17.8% have served for less than 1 year. 11.1% of the employees have served for more than 15 years and those who have served for the least period are those between 11-14 years accounting for 4.4%. The selected employees were therefore a good mix of fresh and experienced employees.

Figure 3.5 below shows the number of times that the clients had visited the various government agencies seeking for various services.
As illustrated in Figure 3.5 above, most clients (44.9%) had visited the departments once, while 26.5% had visited them twice. In addition, 18.4% had visited the agencies thrice while 10.2% of the clients had made frequent visits. This shows that most of the clients had had earlier contact with the government agencies and therefore were in a position to describe the kind of reception they had encountered as they sought for the public services.

3.4: The Dependent Variable: Service Delivery Levels in Machakos County

The first step in the analysis was to establish the level of service delivery as evaluated by service clients of the various government agencies. The results of this analysis are shown in table 3.2 below:-
According to Table 3.2 above, each government agency had 5 sets of clients namely 1, 2, 3, 4, and 5 evaluating them. For instance, the first person who evaluated the Children’s department rated it 52.5%, the second rated it 67.5%, third rated it 75%, the fourth 77.5% and the fifth 82.5%. The mean for these evaluations is 71%. Therefore, the service delivery score for Children’s department is taken to be 71. The same approach was applied to all the
other government agencies. Table 3.2 that show that there is a high level of agreement among the five sets of clients who evaluated each department. This level of agreement was tested using Kendall coefficient of concordance and the results are; Kendall’s (W) = 0.623 with P- value of 0.001. There is also a very high level of internal consistency of the evaluations with Cronbach alpha = 0.898. This high level of agreement suggests that the clients used fairly objective criteria for evaluating service delivery. If biases and prejudices were involved in their evaluation, it would be difficult for them to arrive at fairly uniform evaluations. For instance, the Registry of title deeds and the liquor licensing board were evaluated to be the same in terms of average levels of service delivery (37%). This score is not very different from the scores of Physical planning and the National registration bureau. Moreover, 5 of the 10 government agencies were awarded the same score by at least two different clients. These are Social Development (62.5%), Registry of title deeds (32.5%), Civil registry (25%), Kenya police (15%) and Land search (20%). In the case of Registry of title deeds for instance, three out of the five clients who evaluated it gave it the same score of 32.5%.

The overall service delivery levels in all the ten departments is generally very low, with a mean index of 37.3 on a scale of 0-100. That is to say that the ten departments together have a low average score of 37.3% in service delivery. The standard deviation of 15.7 shown in Table 3.2 suggests that there is a huge difference in the scores of different departments and that the actual score of each department are significantly dispersed away from the mean. The Children’s department is the best in terms of service delivery with a mean score of 71%. This department is unique in the kind of services it provide as it is involved with the Cash Transfer for Orphaned and Vulnerable Children (CT-OVC) in Kenya which is a grant
programme that started in 2004 with the aim of providing regular and predictable unconditional cash transfers to households living with Orphans and Vulnerable Children (OVC). The objective include improving access to education, reducing child mortality and morbidity rates, and to encourage fostering and retention of children in schools to promote their human capital development. The caretakers of OVC receive 3000 shillings every two months where they collect money from the local post office. Majority of the clients who rated this department acknowledged that the cash transfer was beneficial in terms of food security, retention of OVC and other children in schools, ability to meet basic needs, creation of sense of dignity, formation of informal social support groups and setting up of small scale income generating initiatives. This process was being done transparently according to the level of needs hence making it to be rated as the best in terms of service delivery. Indeed, one client noted that, “this is one of the departments where the children’s needs are well taken care of, other departments should emulate this noble agency”.

The Social Development department was rated the second best in terms of service delivery with 54.5%. This department is also unique as it provides Older Persons Cash Transfer (OPCT) and Persons With Severe Disabilities Cash Transfer Programme (PWSD-CT). The OPCT was launched in 2006 and was meant to shield Kenya’s senior citizens from extreme forms of impoverishment in old age. It was later enacted through an Act of Parliament in 2013 where it approved a more robust social protection framework to generate positive reforms to social assistance programs in the country. Those benefitting from the program must be aged 65 years and above from low income families and should not be beneficiaries of another CT program where they receive 2000 shillings per month. The department also deals with PWSD-CT where eligibility is often based with the presence or more of the
following attributes; poverty level of household is high, number of persons with severe disabilities in a household, number of chronically ill persons in a household with a person with severe disabilities, number of persons in a household with other forms of disabilities other than the one with severe disabilities. The beneficiaries of PWSD-CT are those with severe mental, physical, hearing, visual and speech disability cases of children and adults who usually receive 2000 shillings on monthly basis and are non-recipients of pension or other cash transfer services. These services too are popular as they are provided fairly to the rightful beneficiaries hence the department being rated second best in terms of service delivery.

The Lands Search Department is the worst in service delivery with a score of 15.5%. This is due to the fact that with the 2010 new constitution and the coming up of County governments, most property developers have turned their interest to Machakos town making the land department to be one of the departments with the most clients. The employees are therefore overwhelmed by the large number of clients that come seeking for services on daily basis. Things are made worse due to the process of obtaining a land search where a client has to fill an application form, make payments and then wait for the search to be completed. In fact, the clients described the process as too bureaucratic making clients to be very impatient and this is main reason why the Land search department scored the worst in service delivery. Coincidentally, Lands search department has the lowest standard deviation of 6.2 showing a relatively high degree of consensus about its poor score in service delivery.

As one respondent noted, “a single search takes ages and ages”.

In order to gain more insights into the service delivery by the ten departments, Table 3.3 shows the distribution of service delivery by departments and each of the ten aspects of
service delivery- whether the *information* relating to services they need from each agency is readily available; whether the organization treats all clients *fairly and equally*; whether the services offered are of *high quality*; whether the employees are *friendly and helpful*; whether the employees show high level of *professionalism*; whether the services offered are provided within a *reasonable time*; whether the services are provided at reasonable *cost*; whether services provided are *corruption free* and without nepotism; whether clients get *reassurance* from employees in terms of personal anxieties, concerns and problems; and whether the employees have *clients interest* at their heart. The catch words for each aspect of service delivery which are italicized above are what have been used in Table 3.3 for precision and clarity. For instance, whether the information relating to the services they need from the organization is readily available is shown in the table simply as information.
### Table 3.3: Distribution of Service Delivery

<table>
<thead>
<tr>
<th>Government Agencies</th>
<th>Client Evaluation of Service Delivery (0-100)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Information</td>
</tr>
<tr>
<td>Children</td>
<td>75</td>
</tr>
<tr>
<td>Social Development</td>
<td>50</td>
</tr>
<tr>
<td>Registry of title deeds</td>
<td>5</td>
</tr>
<tr>
<td>Liquor Licensing</td>
<td>20</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>30</td>
</tr>
<tr>
<td>National Registration Bureau</td>
<td>5</td>
</tr>
<tr>
<td>Trade Licensing</td>
<td>20</td>
</tr>
<tr>
<td>Civil Registry</td>
<td>30</td>
</tr>
<tr>
<td>Kenya Police</td>
<td>35</td>
</tr>
<tr>
<td>Land Search</td>
<td>10</td>
</tr>
<tr>
<td>Mean</td>
<td>28</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>21.8</td>
</tr>
</tbody>
</table>
Table 3.3 above shows that none of the ten aspects of service delivery focused on in this study received a mean score above 50%. In fact, the aspect of service delivery that received the most favourable overall rating was the cost of services at 48.5%. In other words, people were generally happier with the cost of services provided by the departments. This is because the government services are provided for free in most departments like Children’s, Social Development, and National Registration Bureau. The other departments provide services at very minimal cost. For example birth certificates are charged Ksh.300, land search is Ksh.500 and police abstract is Ksh.100. The Trade Licensing department that received the worst rating (15%) as far as the cost of services is concerned charges Ksh.5000 per year. Other aspects of service delivery that received relatively high scores were professionalism (41%), and friendliness of the service providers (38%).

On the other end of the spectrum, the clients were least satisfied with the availability of information relating to the services they seek (28%). This is due to the fact that some clients are usually tossed back and forth from one section to the other as they lack requisite information. Some also come without certain documents and have to go back to bring them and more still, queuing in the wrong places due to lack of information. The National Registration Bureau and Registry of Title Deeds were the greatest culprits when it comes to information scoring a meager 5% each. For instance, in order to obtain a national identity card offered by the National Registration Bureau, a client has to fill a form that has to be signed by the area assistant chief, the chief, the Assistant County Commissioner and finally the Deputy County Commissioner for authentication. The clients in most cases lack this information and have to be turned back and forth to get all the required documents and authentication. On the other hand, the process of obtaining a land title also takes long as
clients have to go through the Lands Control Board and acquire the required consents, fill applications forms and get the personal documents certified by credited magistrates or lawyers before they are finally registered at the registry of title deeds. Land Search department also did very poorly on this account receiving a paltry score of 10%. This is due to lack of information on the process of obtaining a land search in addition to the details that are required that make some clients to be turned away from the usually busy land department in Machakos County headquarters.

3.5 The Independent Variable: Employee Perception Levels in Machakos County

In this section, an attempt is made to explain the independent variable in greater details to show the distribution of employee perceptions across the ten departments. The results of this analysis are shown in Table 3.4 below:
Table 3.4: Level of Employee Perceptions

<table>
<thead>
<tr>
<th>Government Agencies</th>
<th>Employee Perceptions (0-100)</th>
<th></th>
<th></th>
<th></th>
<th>MEAN</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Children</td>
<td>70</td>
<td>82.5</td>
<td>55</td>
<td>80</td>
<td>55</td>
<td>68.5</td>
</tr>
<tr>
<td>Social Development</td>
<td>75</td>
<td>65</td>
<td>50</td>
<td>57.5</td>
<td>-</td>
<td>61.9</td>
</tr>
<tr>
<td>Registry of Title Deeds</td>
<td>55</td>
<td>15</td>
<td>10</td>
<td>22.5</td>
<td>45</td>
<td>29.5</td>
</tr>
<tr>
<td>Liquor Licensing</td>
<td>35</td>
<td>42.5</td>
<td>22.5</td>
<td>20</td>
<td>-</td>
<td>30.0</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>90</td>
<td>17.5</td>
<td>25</td>
<td>27.5</td>
<td>-</td>
<td>40.0</td>
</tr>
<tr>
<td>National Registration Bureau</td>
<td>12.5</td>
<td>20</td>
<td>30</td>
<td>22.5</td>
<td>17.5</td>
<td>20.5</td>
</tr>
<tr>
<td>Trade Licensing</td>
<td>17.5</td>
<td>45</td>
<td>20</td>
<td>57.5</td>
<td>30</td>
<td>34.0</td>
</tr>
<tr>
<td>Civil Registry</td>
<td>37.5</td>
<td>70</td>
<td>42.5</td>
<td>32.5</td>
<td>-</td>
<td>45.6</td>
</tr>
<tr>
<td>Kenya Police</td>
<td>17.5</td>
<td>65</td>
<td>50</td>
<td>40</td>
<td>-</td>
<td>43.1</td>
</tr>
<tr>
<td>Land Search</td>
<td>32.5</td>
<td>37.5</td>
<td>20</td>
<td>42.5</td>
<td>35</td>
<td>33.5</td>
</tr>
<tr>
<td>Mean</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>40.7</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14.9</td>
</tr>
</tbody>
</table>

According to Table 3.4 above, each government agency had five sets of employees namely 1, 2, 3, 4 and 5 evaluating their employers. For example, the first employee evaluating the Children’s department rated it 70%, second one; 82.5%, third; 55%, fourth; 80% and the fifth 55%. The mean of these 5 evaluations which is 68.5% is therefore taken as the level of
employee perceptions in the department. Table 3.4 shows that there is a high level of agreement among the five sets of employees in terms of perceptions of their employers. This level of agreement was tested using Kendall coefficient of concordance and the results are; Kendall’s (W) = 0.373; with P-value of 0.05 and standard Cronbach alpha = 0.66. Thus, there is a fairly high level of internal consistency of the employee perceptions towards their employers. This level of consistency is however lower than that of the clients as shown in Table 3.2. For instance, whereas at least two clients gave 5 departments the same score, only the Children’s department was awarded the same score of 55% by two different employees.

The overall level of employee perceptions is 40.7% which is relatively low as it falls below 50%. Moreover, the aggregate standard deviation of 14.9 shows that perception towards the individual agencies varied considerably from the overall mean perception index. Interestingly, the Children’s and the Social Development departments which received the highest score in service delivery also got the highest scores on employee perceptions. The worst employee perceptions levels are for the National Registration Bureau (20.5%) and the Registry of Title Deeds (29.5%). For instance, the National Registration Bureau that issue national identity card involves a long process that engages the employee for about 30-50 minutes while serving one client as the employee confirms the documents required and goes ahead to take finger prints. The employees feel that the pay does not commensurate with the work done hence the low employee perceptions level. On the other hand, the process of obtaining a land title deed is also an involving process for the employees as the documents have to be authenticated before issuance of the title deeds. Employees working in the Registry of Title Deeds department also feel lowly remunerated despite the work involved hence being the second worst employee perceptions levels.
In order to further understand the employee perceptions by their employer, Table 3.5 shows the distribution of employee perceptions by departments and each of the ten aspects of employee perceptions—whether the employees have sufficient *autonomy* in making own judgment while solving workplace problems; whether employees have *satisfaction* in their jobs; whether the employees are offered necessary *training* to do their job; whether employees receive useful and constructive *feedback* from their employer; whether their employers are genuinely concerned about the employee’s *welfare*; whether there is clear criteria and opportunity for *career advancement*; whether there is *pay fairness* increments and promotions; whether employer’s *treatment* towards employee is equal and fair; whether employees are provided with all the *resources* to do their job; and whether the employees have all the *information* to their job effectively. The catch words for each aspect of employee perceptions which are italicized above have been used in Table 3.5 for precision and clarity. For instance, whether the employees have sufficient autonomy in making own judgment while solving workplace problems is shown in the table simply as autonomy.
Table 3.5: Distribution of Employee Perceptions

<table>
<thead>
<tr>
<th>Government Agencies</th>
<th>Employee Perceptions (0-100)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Autonomy</td>
</tr>
<tr>
<td>Children</td>
<td>70</td>
</tr>
<tr>
<td>Social Development</td>
<td>40</td>
</tr>
<tr>
<td>Registry of Title Deeds</td>
<td>45</td>
</tr>
<tr>
<td>Liquor Licensing</td>
<td>5</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>10</td>
</tr>
<tr>
<td>National Registration Bureau</td>
<td>45</td>
</tr>
<tr>
<td>Trade Licensing</td>
<td>30</td>
</tr>
<tr>
<td>Civil Registry</td>
<td>40</td>
</tr>
<tr>
<td>Kenya Police</td>
<td>30</td>
</tr>
<tr>
<td>Land Search</td>
<td>15</td>
</tr>
<tr>
<td>Mean</td>
<td>33</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>19.5</td>
</tr>
</tbody>
</table>
Like service delivery, none of the ten aspects of employee perceptions focused on in this study got a mean score above 50%. The highest aggregate employee perceptions was on information (46%), followed by feedback (43%) and fairness (40%). In other words employees had considerably positive perceptions towards their employer as far as provision of information is concerned across all the ten departments. This is attributed to the fact that the employees to a large extent goes through induction and in-job training hence obtaining the required information concerning their expected work performance.

The three lowest employee perceptions were on pay (22%); satisfaction (24%) and advancement in career (28%). This is due to the fact that employees feel that they are not well remunerated according to the work they do and the experience they possess. There are also complaints about lack of clear career progression. The Liquor Licensing and Land Search departments were the greatest culprits when it comes to fairness in pay increase and promotions scoring 0% and 5% respectively. For instance, one employee of the Land Search department noted that, “my employer needs to invest in my training because he does not believe in my capability”. The National Registration Bureau and Registry of Title Deeds departments also did very poorly on this account receiving a paltry score of 10% each. An employee of the Registry of Title Deeds department lamented that, “there is no training offered. My qualifications do not match the job that I am performing”. Another employee of the same agency noted that, “my qualifications do not match the work assigned”. Similar comments came surprisingly from the Children’s department where employee perceptions are generally very high. For example, one employee noted that, “my job does not fit my qualifications.”
3.6 Testing the Effect of Employee Perceptions on Service Delivery

In order now to test the correlation between the dependent variable and independent variable, table 3.6 shows the scores for each department in terms of employee perceptions as well as service delivery.

Table 3.6: Data on the Independent and Dependent Variables

<table>
<thead>
<tr>
<th>Government Agencies</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee Perception Index</td>
</tr>
<tr>
<td>Children</td>
<td>68.5</td>
</tr>
<tr>
<td>Social Development</td>
<td>61.9</td>
</tr>
<tr>
<td>Registry of Title Deeds</td>
<td>29.5</td>
</tr>
<tr>
<td>Liquor Licensing</td>
<td>30.0</td>
</tr>
<tr>
<td>Physical Planning</td>
<td>40.0</td>
</tr>
<tr>
<td>National Registration Bureau</td>
<td>20.5</td>
</tr>
<tr>
<td>Trade Licensing</td>
<td>34.0</td>
</tr>
<tr>
<td>Civil Registry</td>
<td>45.6</td>
</tr>
<tr>
<td>Kenya Police</td>
<td>43.1</td>
</tr>
<tr>
<td>Land Search</td>
<td>33.5</td>
</tr>
</tbody>
</table>

Table 3.6 shows the aggregate service delivery index and employee perception index for each of the ten agencies. On the basis of the data on Table 3.6, Pearson product moment correlation coefficient (r) was computed to determine the correlation between employee perceptions and
service delivery. The analysis results are Pearson product moment correlation coefficient \( r = 0.692; \) \( t = 2.7163; \) and \( p\)-value = 0.026. There are three ways of interpreting these results. To start with, the value of Pearson’s \( r \) ranges from -1 to +1. Pearson’s \( r \) of 0.692 is much closer to +1 than to 0. On this account therefore, one can conclude that there is a strong positive correlation between the two variables.

Secondly, these results can be interpreted using \( t\)-value. From the normal curve, mean \( \pm 1.96 \) standard deviation= 95% of the cases. Therefore, Pearson’s \( r \) results with \( t\)-value greater than 1.96 is considered to be statistically significant at 95% confidence level. In this case, \( t = 2.7163 \) which is much greater than 1.96. Therefore, there is a strong correlation between the two variables. Finally, these results can also be interpreted using \( p\)-value. The \( p\)-value of 0.026 means that the probability that the results reflect a mere coincidence rather than a correlation is 2.6%, while the probability that there is a true correlation is 97.4%. This is greater than the 95% confidence level accepted in the Social Sciences.

3.7 Conclusion

In conclusion therefore, Pearson’s \( r \) of 0.692 shows that there is a strong positive correlation between employee perceptions and service delivery, that is, more positive employee perceptions lead to better service delivery. These results strongly support the study hypothesis. This shows that positive employee perceptions motivates them hence quality service delivery. The more positive the employee perceptions are, the better the service delivery of their agencies. On the other hand, negative employee perceptions demotivates them leading to poor service delivery.
CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1 Summary of Study Findings

The first major issue has to do with the demographics of the respondents. To start with, it was noted that only those with some level of formal education seems to be aware of and therefore seek government services. This is clearly demonstrated by the research findings which shows that majority of the clients (38.5%) had college education, followed by university education at 24.5% and the least had other qualifications at 20.4%. It is therefore possible that only those with sufficient level of education, attained through secondary education onwards seek government services from the selected public agencies. Secondly, women are just as active as men in seeking public services. Contrary to the expectations that men would be more active than women as they dominate most spheres of life, it is surprising to find gender parity in seeking government services from the public agencies. Finally, a majority of the respondents especially the young people aged between 18-35 years seek public services. This clearly shows that the youths are aware of and are actively seeking government services in the county. Most government agencies in Machakos County are not only staffed by youthful employees between 18-35 years but that youthful clients are also actively seeking government services.

The second major issue has to do with the dependent variable which is service delivery. With respect to the dependent variable, the study found out that service delivery levels are generally very low in Machakos County. For example, the clients feel they do not have all the information relating to the nature of services they require, the agencies do not treat them fairly and equally, the services offered are not of high quality, the employees are unfriendly and unhelpful and
employees lack professionalism. Also, services are not offered within a reasonable time and cost, services are neither corrupt free nor free of nepotism, employees do not reassure in terms of personal problems and that employees do not have the best interest of their clients at heart. Nonetheless, some government agencies such as Children and Social Development Department seem to be doing relatively well in terms of service delivery levels. This is largely due to the nature of the services they provide. The two government agencies provide cash transfer to the Orphans and Vulnerable Children (OVC) which is provided by the Children’s department and Older Persons Cash Transfer (OPCT) and Persons With Severe Disabilities Cash Transfer (PWSD-CT) which is provided by the Social Security Services department

With respect to the independent variable which is employee perceptions, the case is not any different. The study generally found out that perception levels are very low among the employees in Machakos County. For example, they feel they do not have sufficient autonomy in solving problems at the work place, they are not satisfied with their current job, they are not offered necessary training, they do not receive useful and constructive feedback from employer and their employer is not concerned about their welfare. In addition, they believe that there are no clear criteria and opportunity for career advancement, there is no fairness in pay increase and promotions, the employer does not treat them equally and fairly, they do not have all the resources to do their job and they do not have enough information to do their job effectively.

In terms of correlation between dependent and independent variables, the study found a very strong correlation between employee perceptions and service delivery showing that when
employees have more positive perceptions, service delivery tends to be better. On the other hand, when employees have negative perceptions, service delivery is affected negatively.

The study also established that majority of the employees strongly disagreed and disagreed with the indicators for assessing their perceptions on service delivery. However, there were a good number of employees who agreed and strongly agreed, while the rest neither disagreed nor agreed with the statements. Contrary to other departments, the Children and Social Development departments recorded the highest number of employees who were satisfied with their work, rating a positive perception on their employers in facilitating high levels of service delivery. On the other hand, departments such as the Land Search, Registry of Title Deeds, and the Kenya Police attracted more negative perceptions from employees than the other departments.

Finally, the study established the dire need for higher and improved services from both the employees and clients. Where else employees called for their employers to facilitate necessary training, increase supply, and put in place necessary human resource practices, the clients on the other hand were eager to see employees develop work ethics, courtesy, and cut down bureaucracy and time wastage in their service delivery.

4.2 Conclusions

It was established that there is strong positive correlation between employee perceptions and service delivery meaning that positive employee perceptions lead to better service delivery. Study findings revealed positive correlations in most of the indicators used to assess employee perceptions. Similarly, employees demonstrated their disagreement with the indicators as
majority rated the statements as strongly disagree, disagree, and neither disagree nor agree. The dissatisfaction is also extended to clients who pay a visit to the departments for various services.

When employees describe their workplace and employers in a negative manner, the quality of service delivery is negatively affected. Employers are expected to enhance their employees by improving their work morale, offer them with necessary training, remunerate them in respect to their duties and responsibilities, and ensure conducive environment for them to perform their work. These factors among others play a critical role in enhancing service delivery. On the other hand, the beneficiaries of services offered ought to be happy and satisfied after being served, in order for an agency to realize whether their services are improving or not.

The findings reinforce the social exchange theory used in this study. The theory which provides for the norm of reciprocity, employees in this study demonstrate negative response to clients and service delivery in general due to the less concerns and attributes they receive from their employers. Similar treatment these employees get from their employers, employees reciprocate the same to the clients. The interactions between the employees and clients are based on the social exposure the employees are exposed to in their work environment.

4.3 Recommendations

It is evident from the study that there is a strong positive correlation between employee perceptions and service delivery. This has also extended to the way clients perceive the quality of service as it was found that more needs to be done to improve the quality of services provided. Based on the findings, the following recommendations are made:
i. There is need to consider further devolving of services below the County level probably to the Sub-County or Locational level. This will reduce long wait and distance covered in search of services. It was noted that more youths than older people are seeking services and the distance could be a major discouraging factor for the elderly. In fact, one National Registration Bureau client noted that, “the distance is too long from Masinga to Machakos. Please reduce this distance by making it easier to get these services at the grassroots level”.

ii. Employees felt they were not receiving constructive feedback from their employers in addition to not being treated equally. Based on this finding, it is recommended that employers should increase their interactions with their employees by setting workplace programs which bring both the employers and employees on one table, thus investing in a constructive workplace relations that bring about quality service delivery.

iii. There is need to motivate employees to love and appreciate their work as a way of improving service delivery. It is disturbing for example, to hear an employee of the National Registration Bureau saying, “I am just doing this job because I have nothing else to do”. Perhaps the worst comment came from an employee from Trade Licensing department who noted that, “I am so depressed and frustrated by the County government”. When workers are so demoralized, they have very low perceptions and this obviously affect service delivery negatively.

iv. There is need to improve working and living conditions especially for the police department. Most of them complained of poor working conditions. There is also need to develop clear career progression to avoid complaints such as one made by Trade Licensing department employee that, “career progression is very unpromising”.

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v. Service delivery should be client centered to avoid complaints like the one expressed by a client from the Liquor Licensing department that, “seeking services here is very frustrating”.

vi. Focusing on the client’s responses, the study established that service delivery lacks certain aspects such as work ethic, professionalism, quality of work, and friendliness, that bring about employee-client service relations. Therefore, employers should bridge the gap between them and the employees thus improving the relations to clients.

vii. It is important to mount civic education to create awareness among ordinary citizens and encourage them to seek government services. This is because the study revealed that only those with some form of level of education seemed to be aware and hence seek government services.

viii. Finally, simplify the procedures for acquiring government services. It was noted for example that the Physical Planning department have very complicated procedures and there are very few employees compared to the work they are expected to do. Seeking services at the police department was simply described as a nightmare with the issuance of police abstracts singled out as the worst. In fact none of the 5 clients who sought police services had a positive comment on the department with some suggesting that these services should be offered elsewhere.
4.4 Suggestions for Further Studies

From the findings of the study, further research can be investigated. The following are suggested for future studies:

i. This study was carried out in one county headquarter; Machakos County headquarters. Further studies should be carried out in other counties in Kenya to find out if similar findings would be obtained.

ii. A longitudinal study to investigate the effectiveness of employer-employee relations on service delivery over a long period of time.

iii. A comparative study of service delivery at the county and national level just to see whether it is an issue with one county or at national level.
REFERENCES


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Monicah M. Kang’ethe
P.O Box 1-90100
Machakos, Kenya

14th September 2015

Dear Participant,

REQUEST FOR RESEARCH ASSISTANCE

I am a post graduate student at the University of Nairobi, pursuing Masters in Public Administration. I am undertaking a research project in partial fulfillment of the master’s degree. The research topic is: The effects of employee perceptions on service delivery: a case study of public agencies in Machakos County.

I am kindly inviting you to participate in this research study by answering the questions in the attached questionnaire as briefly and accurately as possible. In order to ensure that all the information remain confidential; please do not include your name anywhere on the attached questionnaire.

The data collected will strictly be used for the purposes of this study and your confidentiality shall be guaranteed.

Your assistance will be appreciated.

Yours faithfully,

Monicah Kang’ethe;
Researcher
APPENDIX II: QUESTIONNAIRE ON EMPLOYEE PERCEPTIONS

Below, please find a number of questions which you should answer comfortably as they will only be used for research purposes. Kindly tick (✓) in the box that matches your response to the questions where applicable. Your participation will be highly appreciated.

PART A: DEMOGRAPHIC INFORMATION

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<td></td>
<td>4. 46-55 Years</td>
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<td></td>
<td></td>
<td>4. Other Qualifications</td>
</tr>
<tr>
<td>4</td>
<td>Years of Service</td>
<td>1. Less than 1 year</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. 1-6 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. 7-10 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. 11-14 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Above 15 Years</td>
</tr>
</tbody>
</table>
**SECTION B: EMPLOYEE PERCEPTIONS**

Please select the response that most closely represents your point of view regarding the following statements. Kindly tick (✓) in the box that matches your response to the questions where applicable. Your participation will be highly appreciated.

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am sufficiently autonomous to use my own judgment in solving problems in my current work place.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I am satisfied with my current job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. My employer offers me necessary training to do my job well.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I receive useful and constructive feedback from my employer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. My employer is genuinely concerned with my welfare.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. There is clear criteria and opportunity for career advancement.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>There is fairness in pay increase and promotions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>My employer treats all people equally and fairly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>I have the resources to do my job well.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>I have all the information to do my job effectively.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Any general comments about your current working place.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you for your time and effort.
APPENDIX III: CLIENT’S QUESTIONNAIRE ON QUALITY OF SERVICE

Below, please find a number of questions which you should answer comfortably as they will only be used for research purposes. Kindly tick (√) in the box that matches your response to the questions where applicable. Your participation will be highly appreciated.

PART A: DEMOGRAPHIC INFORMATION

<table>
<thead>
<tr>
<th>No</th>
<th>Respondents Characteristics</th>
<th>Characteristic Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age</td>
<td>1. 18-25 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. 26-35 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. 36-45 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. 46-55 Years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Above 55 Years</td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>1. Male</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Female</td>
</tr>
<tr>
<td>3</td>
<td>Education Level</td>
<td>1. Secondary</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. College</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. University</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Other Qualifications</td>
</tr>
<tr>
<td>4</td>
<td>No. of times you have visited this organization in the last 12 months</td>
<td>1. Once</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Twice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Thrice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Frequently</td>
</tr>
</tbody>
</table>
SECTION B: CLIENTS PERCEPTION ON SERVICE DELIVERY

Please select the response that most closely represents your point of view regarding the following statements. Kindly tick (✓) in the box that matches your response to the questions where applicable. Your participation will be highly appreciated.

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>disagree</th>
<th>Neither disagree nor agree</th>
<th>agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The information relating to the services i need from this organization is readily available.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The organization treats all clients fairly and equally.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The services offered in this organization are of high quality.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The employees working in this organization are friendly and helpful.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The employees in this organization show high level of professionalism.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Services in this organization are provided within a reasonable time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. Services in this organization are provided at reasonable cost.

8. Services in this organization are provided without corruption or nepotism

9. Employees in this organization reassures in terms of personal anxieties, concerns and problems.

10. Employees in this organization have the best interest of their clients at heart.

11. Any general comments about this organization.

Thank you for your time and effort.
APPENDIX IV: LOCATION OF MACHAKOS
APPENDIX V: ADMINISTRATIVE BOUNDARIES OF MACHAKOS DISTRICT