FACTORS INFLUENCING SERVICE DELIVERY AT THE COUNTY GOVERNMENT:
A CASE OF KAKAMEGA COUNTY.

BY

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DECLARATION

I declare that this research project is my original work and has not been presented for an award in any other university.

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L50/76746/2014

Signature…………………………………………..     Date…………………………………………

This research project has been submitted for examination with my approval as the University of Nairobi supervisor.

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DEDICATION

This work is dedicated to my wife, Elizabeth Noel Atsulu for all the sacrifices she has made, my son Wisemahn Kalava, my daughter Plentious Khagai for their social support, my uncle Richard Chibwayi Imboha for his financial support and my entire family members but mostly to my late mother, Leonita Khagai for her hard work and dedication of life.
LIST OF ABBREVIATIONS

CSDT  - Customer Service Delivery Theory

EU  - European Union

ICT  - Information Communication Technology

KDP  - Kecamatan Development Program

KIPPRA  - Kenya Institute of Public Planning Policy Research and Analysis

MBO  - Management by Objective

MDG  - Millennium Development Goals

MRS  - Municipal Research and Services Centre


SAVQUAL  - Service Quality.

TISA  - The Institute for Social Accountability

UNESCO  - United Nations Educational, Scientific and Cultural Organization

WHO  - World Health Organization
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ABSTRACT.

Service delivery has become a parameter of defining the level of satisfaction amongst clients in most organizations. Contributing on development and restructuring of most organization and reshaping its destiny politically, economically, socially, ecologically and environmentally. County governments’ staffs have faced with great challenges of delivering quality services to the people. Some of the causes of poor service delivery are; and political manipulation, corruption and lack of accountability and transparency, inadequate citizen participation, poor human resource policy, failure to manage change, lack of employee capacity, poor planning, and poor monitoring and evaluation. This study focuses on factors influencing service delivery at county government. It was guided by the following specific objectives; determine social demographic factors influencing service delivery, evaluate how Information Communication Technology factors influence service delivery, to assess how financial resources influence service delivery and to determine how organization culture influence service delivery at county government. Literature review was anchored on the specific objectives. The study utilized probability and non-probability sampling technique to select the sample. The target population was 406 from the County Executive staffs, County ministries/department sections staffs, county Public Relation and customer care staffs in county government of Kakamega. A sample size of 216 staffs selected. Structured questionnaire and interviews were used for data collection. The study generated qualitative data. Qualitative data was generated from questionnaire and analyzed using Statistical Package for Social Science (SPSS) software and the findings were analyzed using descriptive statistics such as frequencies and percentages. It was anticipated that the findings of the study were replicated to other county government in Kenya for effective service delivery. There were 53.7% females in service delivery and most respondents were within the age group 26-35years (37.6%). Respondents were mostly university graduates at 42.4%, married 59.5% and Christians 95.6%. CORD had 50.7% as the most preferred political group. County departments were mostly computerized 91.2%, the computers were adequate 53.7%, accessible 65.8% and had a positive influence on customer relation 49.8%. Resources were competitively procured 58.5% and were of high value 69.3%. The idea presentation in the organization culture was participatory 45.4% which influenced service delivery to a large extent 44.4%. 42.7% agreed that quality of equipment and other accessories influence service delivery but availability of revenue 82.9% had strong impact while National government revenue allocation 56.1% was a major factor in service delivery. 80.5% of respondents identified misappropriation of revenue by county leadership as a factor. Empowerment and training influenced service delivery to a large extent, 58.6% promote success, 49.7% improves staff performance, and 77.1% motivate staffs. The study recommends more emphasis on service delivery in regard to quality of staffs and resources. The study also established the need for further research in specific departments, focus on county staff behavior that influence service delivery.
CHAPTER ONE

1.1 Introduction

This chapter begins by focusing on the background of the study. Problem statement, research objectives, research questions, significance of the study, limitation and delimitation, scope and definition of operational terms of the study.

1.2 Background of the study

Governments all over the world are faced with the challenges of citizen satisfaction, which necessitate the application of series of management principles in order to remain relevant. The need for service delivery appears to have been appreciated. However, the county governments have experienced some problems in delivering devolved services. Some of the devolved services are; public service administration, agriculture, culture and sports, housing, urban development and physical planning, Education, Transport and Public works, Health, Treasury, Environment and water, Trade, Industrialization and Tourism departments. This means that in their provision of services, they satisfy the needs and remain subject to the control, direction and influence of the locals (Oloo, 2006).

In Australia more emphasis of service delivery was extended to Indigenous families which were affected by a range of complex issues that had an impact on their wellbeing (AIHW 2011). For remote Indigenous communities in Australia, there are specific challenges of being physically isolated from major service centres. Australian governments have shifted towards a ‘whole-of-government’ approach to provide long-term place-based initiatives and ‘joined-up’ services with a view to improving efficiencies, avoiding duplication, and to move away from departmental silo-based frameworks (Morgan Disney & Associates et al. 2006; Gleeson 2011).
The aim is to provide models that deliver achievable outcomes to Indigenous communities across Australia.

The United States of America has advanced delivery of service in healthcare to include mental healthcare. Society generally has a negative perception of individuals with mental illness. The stigma attached to mental illness is manifested by bias, distrust, stereotyping, fear, embarrassment, anger, and/or avoidance. It is a barrier that discourages people from seeking treatment, especially in rural areas. In order to address the issue of stigma, there needs to be a change in society’s perception of mental illness through greater availability of effective treatment options, provider attitude toward recovery for individuals with mental illness, and public awareness that mental illness is not only common but treatable. (MHA survey, 2007)

In Nepal, there have been strong incentives for competing parties to gain access to state resources and entrench their positions and influence. Education has been a source of political support, both during and after the conflict period, with damaging effects on service delivery. Similar dynamics are seen in the health sector, where, despite decentralization, the control of staffing decisions and human resource management remains centralized and provides a source of patronage (Jones, 2010).

The Indonesian government has adopted what is considered an innovative approach to the provision effective service delivery of small scale infrastructure and rural roads development under the national Kecamatan Development Program (KDP) (World Bank, 2010). In this community-driven development approach, central government devolves an annual block grant to sub-districts to fund infrastructure projects chosen by villages, of which roads are the most popular (Olken, 2010). Projects are facilitated and managed by local NGOs, which are responsible for managing funds, sourcing materials from the private sector, and building roads.
with local labour (Guggenheim et al. 2004). Available data indicate that by October 2009, the programme had built or rehabilitated over 62,000 kilometres of roads, with wider positive impacts in reducing household vulnerability and decreasing unemployment (World Bank, 2010).

Many countries in sub-Saharan Africa are unable to provide adequate quality and coverage of health services because of economic factors and dwindling resources. This has prompted many countries to advocate for decentralization as a key factor to drive health sector reforms and better service delivery with a view to maximizing the use of available resources in improving access and quality of health care services provided. (WHO 2000)

In South Africa, Continuous service delivery protests have been one of the worst predicaments the post-apartheid South African government has had to face. The failure of the public sector to deliver services to South Africans is therefore no more direct consequence of apartheid. Service delivery protesters decried access to a variety of basic social needs. They revealed, through their acts, the poor levels of service provision by local municipalities. Such protests corroborate what Siddle and Koelble (2012,) regretted as a reminder of almost daily incompetence, corruption, and the collapse of service delivery at local level.

In Ethiopia, there has been tremendous improvement of service delivery within Education sector. The 2011 Global Monitoring Report observes the country now has a real prospect of achieving Universal Primary Education by 2015, having reduced the number of children out of school from 6.5 million to 2.7 million from 1999 to 2008 (UNESCO, 2011). Notwithstanding continuing concerns over quality, there is evidence that this rapid expansion has been accompanied by reductions in geographic and socioeconomic inequalities in access, alongside growing rates of primary school completion (Teshome, 2008; Engel, 2011).
Gabbot (2006) defined service delivery as the processes and the actual procedures, mechanisms and flow of activities through which service is delivered or rendered. Customers judge service on the operational flow or on the actual delivery. Stauss (2005) supports this view and suggests that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than the physical resources. Whitaker (1980) observes that depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself/herself is the principal beneficiary. Service provision is more complex in the public sector than in the private sector. This is because it is not simply a matter of meeting expressed needs but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done. (Gowan et al, 2001)

The constitution of Kenya (2010) emphasizes on the aspects of devolution and access to service delivery. Article six of the constitution states that the territory of Kenya is divided into 47 counties. It further states that a national state organ has to ensure access to its service delivery in all parts of the Republic, so far as it is appropriate to do so having regard to the nature of the service (TISA 2012). The county government of Kakamega is amongst the forty seven counties created. However, the newly created county has over the few years been faced with many daunting challenges in its quest to deliver services. Among these are excessive bureaucracy, political interference, corruption, nepotism, unattractive working conditions and poor work ethics.

1.3 Problem Statement.

There have been a lot of inefficiencies in service delivery by county governments to the public. It is a well known fact that service delivery by county governments is beset with a lot of
challenges ranging from corruption, political interference, poor working condition, outdated and outmoded systems, lack of funds, tribalism, nepotism, procedures and practices among others, conspire to impact adversely on service delivery. The study identified misappropriation of county revenue 80.5% as a major factor influencing service delivery. Both internal and external customers are always complaining about the way services are being provided in different established departments of the county. According to Mohammed Nor et al (2010), public sector organizations agree that customer service delivery is one of the most important vital factors that contribute to the establishment of reputation and credibility among the public. They argue that the public complaint of long queues, poor service delivery and insufficient physical facilities may affect the image and level of service in the public sector. Wrangles amongst the leadership of the county has also left services on a death bed because member of county assembly, the governor and executive boards work on different platform of exercising their powers. Impeachment, court battles, misuse of resources and balkanism is the talk of the day. Further, the national government has contributed immensely to failure of service delivery in counties by not releasing the required resources and finance in meeting the demand of the citizens. The study established that 56.1% of respondents having identified the influence of revenue allocation by the national government as a factor in service delivery. The general perception that the national government is sabotaging the running of county government in order to make it fail has shifted the focus of governors from serving and providing good leadership, to engage with the national government through various initiatives. Therefore, this study seeks to establish factors influencing service delivery at the county government and suggest solutions, mitigation of addressing them.
1.4 **Purpose of the study**

The purpose of the study is to establish the factors influencing service delivery at county government.

1.5 **Research Objectives.**

This study was guided by the following objectives.

1. To determine how social demographic factors influence service delivery at county government.
2. To evaluate how Information Communication Technology factors influence service delivery at county government.
3. To assess how resources influence service delivery at county government.
4. To determine how organization culture within the county influence service delivery.

1.6 **Research Question**

1. How do social demographic factors influence service delivery at county government?
2. To what extent does Information Communication Technology factors influence Service delivery at the County?
3. To what extent do resources influence service delivery?
4. How does organization culture influence service delivery at County?

1.7 **Significant of the study.**

This study provided information concerning factors influencing service delivery at county government, which would eventually lead to improved service delivery thus fostering development through increased revenue generation and accountability in order to attain value for
money, provide literature to students and researchers and add more information to the body of knowledge.

1.8 Delimitation of the study

This study was confined to County government of Kakamega (respondents). It focused mainly on factors influencing service delivery at the county government of Kakamega. Main respondents were; the executives, head of departments/ministries, and county staffs.

1.9 Limitations of the Study

This study was affected by the following limitations: the respondents were closely guarded by the senior management as it was considered government information. This was overcome by obtaining an authorization letter from the county secretary. The interview, questionnaires distribution and collection consumed more time and were costly. The researcher overcame these limitations by setting time frames for conducting thereby saving time and money.

1.10 Assumptions of the Study

The researcher assumed that the respondents of the study were supportive; they found time to fill in the questionnaires, had a deep understanding of the operational challenges influencing service delivery and were able to give their views willingly and honestly. The researcher also, assumed that there were enough resources available to carry out the research and access respondents in time.
1.11 Definition of significant terms

**County:** Distinct geographical area with its own administrative regions (sub-counties, wards). It is used interchangeably with Municipal council/local authority.

**Demographic:** Changes that occur to a population that influence their behavior

**Devolution:** Transfer of authority and resources from central organ to the local/periphery to enable better access of services and policy administration

**Information Communication Technology:** Media of information accessing, storing, manipulating, and improvement that enables the user to operate most effectively, efficiently and reliably.

**Organization Culture:** is how organization operate depending on the policy set

**Services:** Anything intangible which has monetary value and is geared towards improvement of human livelihood.

**Service Delivery:** Standardized defined process and procedures set to satisfy customer needs, which would result into monetary values and or actual producing of the service that add value to the people.

1.12 Organization of the Study

Chapter one presents the background of the study, the statement of the problem, the purpose of the study, objectives of the study, the research questions, the significance of the study, limitations and delimitations of the study and the definition of significant terms as used in the study. Chapter two represents literature review related to the objectives; social demographic factors, Information Communication, Resources and Organization culture, conceptual and theoretical framework. Chapter three discusses studies on research methodology which includes: research design, target population, sampling procedure, data collection procedures, data
collection instruments, reliability and validity of instruments, pilot testing and data analysis. Chapter four, data presentation, analysis and discussion of the findings. Chapter five shows the summary of findings, conclusion, recommendations and suggestion for further study.
CHAPTER TWO  
LITERATURE REVIEW

2.1 Introduction

This chapter examines the various studies on service delivery in different organizational set-up. Specifically, it highlights; the social demographic, Information Communication technology, resources available and organization culture influencing service delivery. It builds on other scholars’ theoretical framework to show the relationship of the variables in the study. It helps to bridge the gap of knowledge existing in the study. The literature was sourced from the print and electronic media including, books, journals reports, and various web publications on the subject.

2.2 The concept of Service delivery.

Municipal Research and Services Centre (MRSC, 1993) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Stauss (2005) supports this view and suggests that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than the physical resources. Depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself/herself is the principal beneficiary. Ghatak (2007) argue that public services are a key determinant of quality of life that is not measured in per capita income. The authors stress that service delivery is an important feature of the poverty reduction strategy. Hernandez (2006) concurs that services are vital to poverty alleviation and key to realizing the Millennium Development Goals (MDGs) both directly and indirectly, i.e. enhancing the availability and affordability of education, health, energy, and information and
communication technology services; and alleviating poverty and empowering women through entrepreneurial and employment creation opportunities in services enterprises respectively. As a crucial responsibility of county government and government institutions, services should be delivered to maintain and improve society’s welfare.

2.3 Social Demographic factors.

Policymakers cannot afford to ignore the impact of social demographic trends and indicators on the achievement of major development goals, including poverty reduction, old-age and health security, provision of public services and infrastructure. Improvements in health and the related rise in life expectancy are among the most remarkable demographic changes of the past century ;( Lee, 2003).

Age is a powerful determinant of consumer behavior which affects a variety of consumer states including interests, tastes, purchasing ability, political preferences and investment behavior (Neal, Quester and Hawkins, 2002). A study by Smedley and Whitten (2006), who suggested that difference of age could be a potential factor for work performance. This is in agreement with a study by Shultz and Adam (2007) which indicated that there were significant differences between age groups concerning work performance. Kujala et al. (2005) emphasized that younger people are poor on work performance but this is opposed by a study by Birren and Schaie (2001). Research has shown that age is positively related to organizational commitment (De Gieter et al., 2011). A population’s age structure is affected by the rates of change that occur across age groups on the three measures; fertility, mortality, and immigration.

Gender may impact on perceptions of interaction quality, physical environment quality, outcome quality and systems quality due to gender role socialization, decoding ability, differences in information processing, traits, and the importance placed on core or peripheral
services (Long and Meek, 2004; Mattila, Gradey and Fisk, 2003). Females have been found to be comprehensive information processors while males are more selective tending to process heuristically and leave out subtle cues. Supporting the latter argument, Laroche et al (2000) found that women undertook a comprehensive review of both personal and non-personal information before making purchase decisions. Women tended to rely more heavily on the service environment and tangible cues in the environment to make service evaluations. Dittmar et al. (2004) found that men were more functional in their buying attitude, holding stronger utilitarian values that emphasize efficiency and effectiveness in terms of relationship between gender and work performance, previous studies (Igbaria and Shayo, 2007.) reported that gender did not have a significant impact on work performance. Despite the substantial number of studies that have investigated the antecedents of organizational commitment, the literature on the relationship between gender and organizational commitment has had mixed results. For example, there are some authors who have suggested that women are less committed to their work than men (Karrasch, 2003) Furthermore, (Meyer et al., 2002; Riketta, 2005; Thorsteinson, 2003) has found that there are no gender differences in organizational commitment.

Several additional studies have found that even when there is a mean difference in organizational commitment between men and women, there is no gender effect when predicting organizational commitment. Ashkan and Asmawi (2012) found that there is a significant difference in the normative commitment between men and women. Doherty and Manfredi, (2006) found out that, the pressure of work and life, has resulted in more female workers leaving their jobs than male workers. This is attributed to stress, work dissatisfaction, lack of commitment and low promotion opportunities coupled with poor organization culture.
Level of education was also found not to influence work performance (Linz, 2002). Beside this, McBey and Karakowsky (2001) found that there is likelihood a causal relationship between education level and work performance. Demography can affect educational investments through several mechanisms. A higher education level was related to better performance in all parameters except client enablement. This result concurs with a study in Nigeria (Ande, 2004) which observed that literate could learn and enhance skills and therefore deliver services better. One reason for an increased incentive to invest in education may be the rise in life expectancy. A longer life increases the time over which education investments can be recouped. Kalemli-Ozcan, Ryder, and Weil (2000) argue that the effect of improved health and longevity on educational investments has played a large role in economic growth over the last 150 years.

A study done by Dieleman et al. (2003) showed that work performance is influenced by both financial and non-financial incentives. The main motivating factors for workers were appreciation by managers, colleagues and the community, a stable job and income and training. It was supported by a study completed by Azman et al. (2009) where money acts as a moderating variable in the relationship between income distribution and pay satisfaction in the studied organization thus it would drive to better work performance. Job position is another variable that has been studied beside gender, age, income and education level. Lee et al. (2009) found that there is difference between top managers and middle managers in work performance. Holton, (2004) highlights the fact that high income earners seek quality in service interactions.

2.4 Information Communication Technology and service delivery

Information and Communication Technology (ICT) refer to a myriad of standalone media, including telephone and mobile telephony, radio, television, video, tele-text, voice information systems and fax, as well as computer mediated networks that link a personal
computer to the internet, (Matambalya, 2000). ICT is an integrated system that incorporates the technology and infrastructure required to store, manipulate, deliver and transmit information, the legal and economic institutions required to regulate ICT access and usage, and the social and inter-personal structures which allow information to be shared, facilitate access to the ICT infrastructure, and through which innovation takes place (Wangwe 2007).

Campbell’s (2002) New Zealand study investigated the socio-cultural impacts of ICTs on immigrants, the majority of whom were “relatively well-off”. The study found that most of the immigrants who participated in the study reported using ICTs frequently for both word processing and accessing the Internet. This clearly indicates that the group of immigrants who responded was among the adopters of ICTs and had a high access level to the technologies. Another study by Chonia (2002) highlighted some of the problems facing many immigrants when they adjust to life in Switzerland where ICTs are part of daily living. Poor literacy, lack of local information, inadequate language skills as well as immigrants’ cultural background were identified as the main barriers that prevent immigrants from adopting ICTs.

According to Lawson et al. (2003), ICT barriers can be classified into “technical” and “social” barriers. Technical barriers include factors such as lack of telecommunications infrastructure and concerns over how to deal with privacy and security issues. Social barriers on the other hand, centre on a lack of IT skills among staff and insufficient knowledge about the benefits of conducting business online. Earlier studies on Malaysian SMEs have focused mainly on levels of ICT usage, perceptions about ICT and ICT adoption readiness. A study by Zailani et al (2006), found that firms with a positive attitude towards the adoption of ICT will gain benefits of effective knowledge management. In terms of organizational and environmental factors that
affect technology adoption, the authors found that these factors have a positive effect on ICT adoption.

Gikandi and Bloor (2010) study came up with an array of factors which tended to inhibit the adoption of e-commerce in Kenya. One of these is the lack of resources and that this was one of the reasons why banks had resulted to alliances in order to pool resources. Another was the constant change in technology and time available to develop systems. They noted also that a major challenge was the lack of spread of accessibility and use of Internet by the general population, especially in the rural areas. They observed that e-banking introduced new risks requiring new management strategies, including Internet security, customer and legal related issues.

Perceived service is the overall support delivered by the ICT service provider, which is measured in terms of assurance, empathy and responsiveness (Delone & Mclean, 2003). The rapid development in Information and Communication Technology (ICT) has impacted the way we interact and manage our lives. ICT has become a utility, which needs to be managed to assist core business of an organization in achieving the mission and vision of that particular organization.

Ndou (2004) quoting Kaufman (1977) observes, “the traditional bureaucratic paradigm, characterized by internal productive efficiency, functional rationality, departmentalization, hierarchical control and rule-based management is being replaced by competitive, knowledge based requirements, such as: flexibility, network organization, vertical/horizontal integration, innovative entrepreneurship, organizational learning, speed up in service delivery, and a customer driven strategy, which emphasize coordinated network building, external collaboration and customer services” all of which are supported by ICT.
ICT enabled systems offer the potential to eliminate opportunities for corrupt use of discretion by dis-intermediating services and allowing citizens to conduct transactions themselves. Such systems also extend accessibility of information within the public sector and by providing enhanced accounting, monitoring and auditing systems; such systems ensure that public business is more fully open to senior managerial and external scrutiny. Enhanced communication means that citizens can be more fully involved in all aspects of government, including policy-making, thus reinforcing the creation of a culture of trust and mutual interest (Naz, et al., 2006).

There is an emphasis on the importance of facilitating conditions, which reflect the availability of resources needed to engage in the process of adoption,( Oh et al., 2003; Mole et al., 2004; Tung and Rieck, 2005). Second, even if potential adopters expect an innovation to be useful, they may find it too difficult to use, so that the performance benefits are overcome by the costs of learning. Potential users pay great attention also to the compatibility of an innovation, which should be understood both in term of technical features and in terms of the existing socio-cultural values, past experiences and needs of potential adopters. Compatibility is especially important in the case of ICT, whose adoption is affected by the existence of network effects (Church and Gandal, 2004). A network effect exists “if the value increases in the number of other adopters that join the network by purchasing compatible products” (Church and Gandal, 2004). In the presence of network effects, the utility from adoption increases in the number of other adopters that purchase the innovation.

The trialability of innovations affects adoption since functioning, real world examples are often more important than arguments about advantages and expected functions (Rip, 1995). The opportunity of experimenting with a new technology before deciding whether or not to adopt is
an important benefit especially for early adopters, since they can only rely upon available information, while laggards can learn from other users’ experience.

Finally, an innovation is evaluated according to its observability, which identifies the extent to which its performance and related benefits are perceivable to the users and not only to the companies that produce it. Oh et al. (2003) stress that observability includes both visibility and result demonstrability, which are defined as the degree to which the innovation is visible and the degree to which the results of adopting the innovation are observable and can be communicated to others.

Barriers can be considered as those occurrences that hinder ICT implementation. Some of these factors for failure are; Infrastructure, Finance, Poor data systems and lack of compatibility, Skilled personnel, Leadership styles, culture, and bureaucracy, Attitudes.

Clockwork (2004) suggests the following framework for implementing e-Government projects. The framework consists of five stages: Examine national e-Readiness, Identify and prioritize themes, Develop a program of action, Apply to target groups, Implement solutions – the final stage of the framework, is to implement the solutions. A key factor in this implementation is to ensure that the organization is ready and in place to realize the new activities and corresponding changes.

2.5 Resources available at the County Government.

The county leadership and frontline staffs are the closest to people, the scope and quality of service delivery is one of the most critical areas that have significantly tinted their credibility. A study conducted by Aminuzzaman (2010) in Bangladesh revealed that some of the critical institutional factors affecting service delivery at the level of local authorities include limited manpower and resources. Considering the work load and responsibilities, county governments
are overstaffed. The author further clarifies that local authorities also lack logistic supports like computers and transport and that they also lack managerial capability and resources to design and run innovative service delivery in areas like employment generation, health and education.

Efficiency and effectiveness of work requires that employees need to be supported internally with systems that align with their customer focus needs. Quality service delivery would be impossible to be attained in the absence of a customer oriented system. Managers of business organizations need to ensure that employees have adequate supportive staff and customer oriented supervisors. In order to provide an adequate support system, measurement of internal quality is to be conducted to support the internal service relationship by rewarding internal service and acknowledging that all employees in the organisation have customers to satisfy (Grönroos 2001).

According to Looy (2003) authorities in business organizations during the early 19th failed to accord employees’ the required recognition and respect. But after the initiation of the theory of human capital it was realized that human resource management should be combined with the organizations overall business strategy. In this regard it then became necessary for leadership to develop strategies to retain employees’. This then introduced the issue of human resource development whose main objective was to increase the potentials of employees whilst being retained in their respective organizations. As a result human resource practices play a crucial role in the management of service operation.

Furthermore, it has been shown that happy and well-motivated employees’ contribute significantly to customer satisfaction whilst satisfied customers reinforce employees’ work satisfaction. Service organization depends on the employees who deliver the service for the
success of the service processes. Lashley et al (2001) argued that organizations need to recruit the right employees, train and develop employees in order to deliver quality service. However, employees will be required to exercise a high degree of discretion in both interpretation and delivering customer service needs.

In Sierra Leone, research suggests that the presence of sufficient donor funding, and the knowledge that the government would not let the water utility in Freetown fail completely, reduced incentives for the collection of tariffs (Harris et al., 2012). This was despite the fact that the utility was at least partly corporatised so as to provide it with incentives to operate in a financially sustainable manner. While there were several constraints on the financial sustainability of water services, moral hazard provides a useful, albeit partial, explanation for the behavior of utility employees and the government.

The case studies reviewed also suggest that, while the availability of alternative revenue sources drives the moral hazard constraint, the effects on service delivery may be particularly problematic where external sources of funding are provided without consultation with state authorities, creating parallel systems and leading to provision with little oversight or regulation. This can further reduce the likelihood of transitioning to sustainable forms of provision over the medium to long term.

The quality of services delivered by local authorities within the decentralization framework depends on the available resources and discretion over them, as well as institutional factors such as political interference, procurement malpractices, and staffing levels, among others (Saavedra-Costas, 2009). In Niger, for example, water boreholes have been provided almost exclusively by NGOs, with little consultation with local authorities. As a result, local
authorities have been unable to map existing provision effectively, reducing their ability to plan for improved provision (Olivier de Sardan, 2010).

2.6 Organization culture influencing service delivery.

According to Vecchio (2000), employee empowerment refers to a set of motivational techniques that are designed to improve employee performance through an increased level of employee participation and self-determination. Similarly it is defined as organisational arrangements that give employees more autonomy, discretion and decision-making responsibility (Buchanan & Huczynski 2004). In other words, lower level employees are given more power, responsibility and freedom to make choices about how to perform their job and how to deal with any of their work-related problem, hence influence organizational outcomes. The core of empowerment is to release the knowledge, experience, and motivational power that is already in people but is greatly underutilized. Robbins (2001) stated that decision making is being pushed down to the operating level, where workers are being giving the freedom to make choices about schedules and procedures and to solve work related problems. Empowering the people throughout society to voice their concerns and take direct action to achieve their ends, the trend was strongly in favour of more participatory politics, greater accountability, and better service delivery.

Gazzoli, Hancer & Park (2010) mentioned that if employees feel a high level of empowerment they would be more satisfied with their jobs and have a better sense of task control, which could facilitate employees’ work actions that are required to boost the service quality of their workplace. Thus, empowerment really can be seen as a key determinant of quality of service and customer. First of all, empowered staff are able to provide guests with prompt responses to service requests, quicker solutions to service failures, bend the rules to please customers, use creativity to please guests, which helps enhance service quality and
customer satisfaction (Ro & Chen 2011; Chow et al. 2006). In addition, empowerment is said to create more job satisfaction and self-esteem for the employees, engage them in discretionary behavior aiming at meeting or exceeding guests’ expectations in service encounters (Klidas et al., 2007 cited by Ro & Chen 2011). Furthermore, Chow et al. (2006) suggest that the employees will provide better quality service and feel a sense of pride in their job if they are trusted and empowered to solve any guest service issues.

Training in service delivery is very necessary to both employees in the public sector and the locals. A recent study of small to mid-sized manufacturing firms found a significant positive relationship between company performance, as measured by profitability and quality management training Mbiya et al (2014). For instance in France Labor productivity and educational level rose to become among the highest in the world in 1960’s and 1970’s. Local government training and management is the level of democracy that is closest to the people and allows local populace to actively participate in affairs which affect them directly. Robbins et al. (2003) points out that many employers are opposed to training and development initiatives because they assume that the responsibility for training people to be workers falls on the school system, not on firms. In addition, they consider that it is the responsibility of the employees to learn how to do their job so that they are hired. Furthermore, they regard training and development programmes as an expense which it is difficult to convince shareholders to approve.

According to the perspective of the researcher, if aligned with the goals, mission and objective of the organization, and supported by both the employer and the employee, training, development and education programmes delivered the right way and at the right time provide substantial returns for the employer in terms of increased productivity, knowledge, loyalty and profit (Robbins et al., 2003). In spite of the innumerable reasons and benefits derived from
training, in most cases training and development programmes fail. This is regardless of whether the courses were attended in the best universities or delivered by the most prominent trainers. In response to these inquiries above, the theoretical and empirical evidence suggests certain benefits that employee empowerment can bring to service organization in general.

Information; its quality, accessibility, accuracy is also a key determinant in ensuring an effective influence on service delivery. This is the conclusion that Devas and Grant (2003) make in their study of citizen participation in local government in Kenya and Uganda when they write that ‘information needs to be shared widely and strategically’. Other factors that were found critical are ‘committed local leadership and external pressure from the civil society organizations, the central government and development partners’. This is in agreement with the findings of Yang and Pandey (2011) who establish that ‘public management factors matter in citizen participation’. They found that key aspects of public management such as the level of red tape, elected official support, hierarchical authority and transformational leadership are key to determining the impact that citizen participation has on service delivery. Particularly they establish that red tape and hierarchical authority are negatively associated with participation outcomes. Positive outcomes are associated with elected official support, transformational leadership of the chief executive officials, and, the participant competence and representativeness.

The locals of the county were to be sensitized on their democratic rights pertaining the public sector services. County government can regulate matters that pertain to their local citizenry using their own knowledge and local expertise. Study of the federal state of India suggests that decentralization promotes government responsiveness in service delivery, especially if the media is very active at the local level (Besley and Burgess, 2002). Another study
in Italy indicates that devolution exacerbate regional disparities in public spending and economic outcomes (Calamai, 2009). Azfar et al (2001) finds that local officials have limited authority to influence service delivery while citizens’ influence at the local level is hampered by limited information. As a result, devolution of service delivery does not achieve the desired effects of allocative efficiency. The locals of the county were to be sensitized on their democratic rights pertaining the public sector services. County government can regulate matters that pertain to their local citizenry using their own knowledge and local expertise. Study of the federal state of India suggests that decentralization promotes government responsiveness in service delivery, especially if the media is very active at the local level (Besley and Burgess, 2002). Another study in Italy indicates that devolution exacerbate regional disparities in public spending and economic outcomes (Calamai, 2009). Azfar et al (2001) finds that local officials have limited authority to influence service delivery while citizens' influence at the local level is hampered by limited information. As a result, devolution of service delivery does not achieve the desired effects of allocative efficiency. Promoting teamwork assisted the organization to enhance employees’ abilities to deliver excellent service. In order to eliminate competition and encourage team spirit organizations need to create team objectives and reward teamwork (Valaries et al 2009)

2.7 Theoretical Framework

Kurt Lewin’s Force Theory of Change

Kurt Lewin (1957) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitated change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces
must be analyzed and Lewin’s three-step model can help shift the balance in the direction of the planned change.

Unfreeze: According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. First, increase the driving forces that direct behavior away from the existing situation or status quo. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group.

Change: Lewin’s second step in the process of changing behavior is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support the change.

Refreeze: The third step of Lewin’s three-step change model is refreezing. This step needs to take place after the change has been implemented in order for it to be sustained or “stick” over time. It is highly likely that the change was be short lived and the employees reverted to their old equilibrium (behaviors) if this step was not taken. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin’s third step is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures.
Lewin’s three-step model of change is most suitable within service delivery because the county governments have to transform the behaviours of the employees to suits the desire and expectation of the citizens by improving on service delivery within all sectors. The previous behavior of municipal council employees mostly characterized by incompetency, ignorance, negligence and inefficiency in service delivery should not be condoned. The new policies and regulation guiding the county government employees must be emphasized and strict application of chapter six of the new constitution which stress on integrity and accountability.

2.8 Conceptual framework.

The fig. 2.2 shows the conceptual model which consist of independent and dependent variables. The independent variables are social demographic factors, Information communication factors, Challenges and organization culture of service delivery. Dependant variable is based on service delivery but Kenyan policy and institutional framework act as an intervening variable in service delivery.
Conceptual Framework.

Independent Variable

Social Demographic Factors
- Age
- Gender
- Marital status
- Education

Information Communication Technology
- Literacy level
- Adequate of computers
- Accessibility of computers

Availability of Resources
- Revenue
- Products/service procured
- Human/Employees
- Equipments

Organization Culture
- Empowerment
- Training
- Promoting teamwork

Dependent Variable

Service Delivery
- Improved Infrastructure
- Ethics & Accountability
- Increased Resources

Intervening Variable

Kenyan policy
- Government regulations
- Politics & leadership
- Public participation

Figure 2.2 The relationship between factors affecting service delivery.

Source: Researcher, 2016.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the strategies used to carry out the research, the research design and data collection methods. It looked at the sampling techniques, the target population and the validity of data. It concluded by discussing how the data was analyzed. Based on the objectives of the study, various methods were used in collecting, organizing, analyzing and presenting data.

3.2 Research Design

The study adopted a descriptive research design. According to Cooper and Emory (1995), the objective of the descriptive study is to describe phenomena as it exists at present. A descriptive design was appropriate for this study as it enabled the researcher to investigate the target population and establish the factors under investigation. The study adopted both qualitative research approaches. Questionnaires were used for data collection. The descriptive survey research generated qualitative data from the research objectives. Qualitative data analysis was done to determine the relationships between the independent and the dependent variables. The descriptive research design involved the selection of a sample from the population to be studied.

3.3 Target Population

Mugenda & Mugenda (2003) defined population as an entire group of individuals, events or objects with some observable characteristics. The target population was; 11 county executives, 365 departmental/ministries staffs, 20 Public Relation/Customer care staffs which gives a total of
406 respondents. The list of respondents was provided by Human Resources development department of the County Government of Kakamega. On the basis of the staff segment, the study considered the overall population to be heterogeneous.

3.4 Sampling Procedure

This research study employed stratified random sampling method as well as simple random sampling and purposive sampling. When the population from which a sample is to be drawn does not constitute a homogeneous group, then stratified sampling technique is applied so as to obtain a representative sample. In this technique, the population is stratified into a number of strata and sample items selected from each stratum. Items selected from each stratum were based on simple random sampling the entire procedure, first stratification and then simple random sampling, is known as stratified random sampling, (Kothari 2008).

Table 3.1 Target population Frame

<table>
<thead>
<tr>
<th>TARGET AREAS</th>
<th>SECTIONS</th>
<th>STAFFS</th>
<th>Krejcie &amp; Morgan</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE</td>
<td>2</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>DEPT/SECTIONS</td>
<td>30</td>
<td>365</td>
<td>186</td>
</tr>
<tr>
<td>PR/CUSTOMER CARE</td>
<td>1</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>TOTAL</td>
<td>33</td>
<td>406</td>
<td>216</td>
</tr>
</tbody>
</table>

Source: Department of human resource, County Government of Kakamega. (2016)

K=365, N=30, n=K/N. n=365/30=12
3.5 Methods of Data collection.

The study utilized primary data which was both qualitative and quantitative data. This data was collected through questionnaires, interview. A questionnaire was designed to capture the various variables of the study. The questionnaire had both open-ended and closed questions covering issues on factors influencing service delivery. Open ended questions had free responses from the respondents, without providing or suggesting any structure for the replies. The closed questions enabled the researcher to analyze data easily. Questionnaires were chosen because they helped the researcher to collect large amount of information in a large area within a short period of time (Orodho, 2003). The questionnaire was self administered. The researcher collected primary data through field research. An introductory letter from The University of Nairobi, Permission letter from County government of kakamega and a permit from the National Council for Science and Technology in the state department of higher education, science and technology (NACOSTI) were required before embarking on the data collection exercise. The documents were presented to the respondents together with the letter of transmittal.

3.5.1 Pilot testing.

Pilot testing of instrument was done at County government of Vihiga before actual data collection to test the clarity of the instruments. The instrument was pre-tested to (n=30) county staffs. The testing enable researcher to identify errors and rephrase some questions. The researcher and research assistance went through the questionnaire to ensure uniformity in the mode of administering and help to test the reliability and validity of the instruments.
3.6 Validity of Research instruments

Validity is the accuracy and meaningfulness of inferences, which are based on the research results; it is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study (Mugenda & Mugenda, 2003). The researcher had following measures to ensure validity: Study questions were made based on literature review. The questionnaires were pre-tested on a pilot survey and amendments made to make it clearer to respondents. The instrument was subjected to face validity by the University supervisor (Clark, 1998).

3.6.1 Reliability of Research instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then the instrument is considered to be reliable. Reliability was tested using the Cronbach’s alpha that was calculated from questionnaires. The acceptable reliability coefficient is 0.7 and above (Nunnaly, 1978).

3.7 Methods of Data Analysis.

According to Bryman and Cramer (1997), data analysis seeks to fulfill research objectives and provide answers to the research questions. The choice of analysis procedures depended on how well the techniques are suited to the study objectives and scale of measurement of the variable in question. The researcher used both qualitative method of data analysis. Qualitative analysis was used to analyze the perception and attitudes data (non-numerical data) collected from the study. Raw data collected was edited organized, into themes, grouped, and interpreted, analyzed using Statistical Package for Social Sciences (SPSS) Computer software.
All questionnaires were edited and responses coded before data entry into the computer for further analysis by use of the Statistical Package for Social Scientists (SPSS). Frequencies was the used for data analysis. After analysis, data was summarized and presented in form of frequency tables and percentages.
3.8 Operational definition of variable

Table 3.2 The operational definition of variable.
Indicators are shown by the main variables under the study to ensure that they are measurable

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Type of variable</th>
<th>Indicators</th>
<th>Scale of Measurement</th>
<th>Measurement tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>To determine how social demographic factors influence service delivery at county government.</td>
<td><strong>Independent Variable</strong>: social demographic factors</td>
<td>Age, Gender, Education</td>
<td>Nominal, Ordinal, Ordinal</td>
<td>Frequency tables, Percentages</td>
</tr>
<tr>
<td></td>
<td><strong>Dependent Variable</strong>: Service delivery</td>
<td></td>
<td>Ordinal</td>
<td>Frequency tables, Percentages</td>
</tr>
<tr>
<td></td>
<td><strong>Independent Variable</strong>: Information communication technology factors influence service delivery at county government.</td>
<td>Compatibility, Triability, Observability</td>
<td>Ordinal, Ordinal, Ordinal</td>
<td>Frequency tables, Percentages.</td>
</tr>
<tr>
<td></td>
<td><strong>Dependent Variable</strong>: Service delivery</td>
<td>Revenue, Procurement</td>
<td>Nominal, Ordinal</td>
<td>Frequency tables, Percentages,</td>
</tr>
<tr>
<td></td>
<td><strong>Independent Variable</strong>: Resources</td>
<td>Revenue, Procurement</td>
<td>Nominal, Ordinal</td>
<td>Frequency tables, Percentages,</td>
</tr>
<tr>
<td></td>
<td><strong>Dependent Variable</strong>: Service delivery</td>
<td>Empowerment, Training, Promoting teamwork</td>
<td>Ordinal, Ordinal, Ordinal</td>
<td>Frequency tables, Percentages.</td>
</tr>
<tr>
<td></td>
<td><strong>Dependent Variable</strong>: Service delivery</td>
<td></td>
<td>Ordinal</td>
<td>Frequency tables, Percentages.</td>
</tr>
</tbody>
</table>
3.9 Ethical consideration

The information collected from the respondents was treated with at most confidentiality and the identity not disclosed to any third party. The research information was used for academic purposes only. Ethical issues are important in any research and largely address the principle of morality of the study. With the aim of maintaining privacy and dignity of every participating individual, the respondents agreed to comply with research principles. Respondents were briefed on the aims of the study, benefits, potential hazards and methods. They were requested to personally or communally provide information about themselves (Richard Cash, 2009). He or she was at liberty to accept or decline participating in the study. Every participating research unit was notified with consent form and no inducement given to influence their acceptance. The respondent’s identities was coded and kept confidential (Richard Cash, 2009). No final draft or any communication on specific individual information or identity revealed during and after the conclusion of the study unless by consent of participating individual (Kimmel, 2009)
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the results obtained from the study analyzed in line with the guiding objectives. It presents data analysis, presentation and interpretation of the results.

4.2 Questionnaire Return Rate

Table 4.1 Question return rate

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>County staffs</td>
<td>406</td>
<td>216</td>
<td>205</td>
<td>94.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>406</strong></td>
<td><strong>216</strong></td>
<td><strong>205</strong></td>
<td><strong>94.9</strong></td>
</tr>
</tbody>
</table>

The table 4.1 shows the return rate of the questionnaires, target population was 406 respondents, by using Krejcie and Morgan table, the sample size was 216. Only 205(94.9%) questionnaires were returned.

4.3 Social demographic factors of the respondents

The study sought to establish the social demographic characteristics of the respondents to draw a comparison between the variables. These were gender, age, level of education, marital status, religion and political affiliation.

4.3.1 Gender.

Table 4.2 Gender of the Respondents.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>110</td>
<td>53.7</td>
</tr>
<tr>
<td>Male</td>
<td>95</td>
<td>46.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
The findings are shown in the table 4.2. From the findings, it was established that 110(53.7%) of female respondents were employed in service delivery department implying that women are perceived to be more hospitable, enthusiasm and welcoming and the desire for more empowerment of women while 95(46.3%) of males were in the same sector. Implies service industry is more female oriented but there is a small margin between the female and male gender. It implied the extra responsibilities women have in relation to family issues. (Maternity, biological effect, and social gathering). Karrach (2003) suggested that women are less committed to their work than men.

### 4.3.1.1 Gender influence.

**Table 4.3 Gender Influence on service delivery.**

<table>
<thead>
<tr>
<th>Gender Influence</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males are active than females</td>
<td>81</td>
<td>39.5</td>
</tr>
<tr>
<td>Females are active than males</td>
<td>43</td>
<td>21.0</td>
</tr>
<tr>
<td>Both are active</td>
<td>75</td>
<td>36.6</td>
</tr>
<tr>
<td>Both are less active</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td>None of the above</td>
<td>4</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to assess the influence of gender on service delivery. From the table 4.3, 81(39.5%) respondents indicated that male were active in service delivery compared to females 43(21%). This indicate that males have more social responsibilities in life and they need to be more active to keep and maintain their source of finance but 75(36.6%) indicated that both were active implying that the gender disparity has reduced significantly. The finding is in line with, (Meyer et al., 2002; Riketta, 2005; Thorsteinson, 2003) who found that there are no gender differences in organizational commitment. 2(1%) respondents said that both were less active
implying that the respondents were less concern with the performance of both gender, lacks knowledge and necessary training in service delivery same as for the 4(2%).

4.3.2 Age

Table 4.4 Age Group.

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25years</td>
<td>38</td>
<td>18.5</td>
</tr>
<tr>
<td>26-35years</td>
<td>77</td>
<td>37.6</td>
</tr>
<tr>
<td>36-45years</td>
<td>46</td>
<td>22.4</td>
</tr>
<tr>
<td>46-55years</td>
<td>38</td>
<td>18.5</td>
</tr>
<tr>
<td>Above 56years</td>
<td>6</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to establish the age group of the respondents. The table 4.4 indicates the age group. More respondents were between age group 26-35years, 77(37.6%), 36-45years, 46(22.4%) but 18-25years and 46-55years had the same level of respondents 38(18.5%). Above 56years had a minimum of 6(2.9%). Age group 26-35years implies that the county is geared towards reducing youth unemployment, utilizing their entrepreneurial capacity, their sense of accomplishment, more energetic, active and agile in service delivery. The age group 36-45years indicate that the respondents are more experienced and can provide training and direction in service delivery. The study agrees with the findings of Smedley and Whitten (2006), who suggested that difference of age, could be also a potential factor for work performance. This is in agreement with another study by Shultz and Adam (2007) which indicated that there were significant differences between age groups concerning work performance.
4.3.2.1 Age influence on service delivery

Table 4.5 Age group influence on service delivery

<table>
<thead>
<tr>
<th>Influence on service delivery</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positively</td>
<td>136</td>
<td>66.3</td>
</tr>
<tr>
<td>Negatively</td>
<td>5</td>
<td>2.4</td>
</tr>
<tr>
<td>Neutral</td>
<td>48</td>
<td>23.4</td>
</tr>
<tr>
<td>None of the above</td>
<td>16</td>
<td>7.8</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to establish the influence of age on service delivery. The table 4.5, 136(66.3%) indicated that age group influenced service delivery positively implying the cohesion and identity the bond developed by a certain generation, 48(23.4) were neutral about the influence of age on the service indicating that the respondents were more concerned about individual performance than the age. This can be attributed to technological advancement that is bringing about the analog and digital generation. 16(7.8%) did not identify any influence but 5(2.4%) identify negative influence indicating the animosity amongst age groups which affect the service delivery.

4.3.3 Education level

Table 4.6 Education level.

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequencies</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td>Secondary</td>
<td>37</td>
<td>18.0</td>
</tr>
<tr>
<td>College</td>
<td>79</td>
<td>38.5</td>
</tr>
<tr>
<td>University</td>
<td>87</td>
<td>42.4</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The study sought to evaluate the level of education of the respondents. The table 4.6, 87 (57.6%) respondents’ attained university and 79 (38.5%) college education levels, indicating the very large extent the county government is putting into place to improve service delivery based on knowledge. The secondary level 37(18%) and primary level 2(1.0) indicate the transition from municipal council to county governments, tribalism and nepotism within the workplace during recruitment. There was significantly higher number of university and college level respondents. It implies that the county governments hold the opinion that the more educated staffs are assisting in improving service delivery. This result concurs with a study in Nigeria (Ande, 2004) which observed that literate could learn and enhance skills and therefore deliver services better.

### 4.3.4 Marital status and their influence on service delivery

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>122</td>
<td>59.5</td>
</tr>
<tr>
<td>Single</td>
<td>65</td>
<td>31.7</td>
</tr>
<tr>
<td>Divorced</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td>Widowed</td>
<td>9</td>
<td>4.4</td>
</tr>
<tr>
<td>Separated</td>
<td>7</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to examine the influence of marital status on service delivery. The findings are shown in the table 4.7. It indicate 122(59.5%) married respondents are employed in service delivery implying that the county government human resource department prefer married staffs for they are more dedicated to their work due to family responsibilities, high possibility of longitiviity and better performance. Single 65(31.7%) indicating early youth career
development and delayed marriage due to education or career advancement. The county government must be very conversant with the nature of the single; adventurous, outgoing and unsupportive. Divorced 2(1.0) and separated 7(3.4%) indicated that they are very few due to negative emotional attachment to the people they might end up serving. Widowed 9(4.4), having lost their spouse for many reasons.

4.3.5 Religion

Table 4.8 Religious group

<table>
<thead>
<tr>
<th>Religion</th>
<th>Frequencies</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christianity</td>
<td>196</td>
<td>95.6</td>
</tr>
<tr>
<td>Muslim</td>
<td>9</td>
<td>4.4</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to determine the religious composition of the respondents. The table 4.8 shows the religious composition of the respondents. The respondents are predominantly Christians, 196(95.6%) indicating that mostly colonial settlers were Christians and they taught western region about their religious values and norms (humility, tolerance, dedication) part of the principles governing most of the service delivery. Muslims 9(4.4) implies there still exist religion discrimination at work place.
4.3.6 Political Groups

Table 4.9 Political Affiliation

<table>
<thead>
<tr>
<th>Political groups</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORD</td>
<td>104</td>
<td>50.7</td>
</tr>
<tr>
<td>JUBILEE</td>
<td>26</td>
<td>12.7</td>
</tr>
<tr>
<td>ANC</td>
<td>8</td>
<td>3.9</td>
</tr>
<tr>
<td>Others</td>
<td>67</td>
<td>32.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study was interested in identifying the political affiliation of the respondents. The table 4.9, 104(50.7%) are affiliated to CORD, which is attributed to the incumbent governor being the vice chairman of the coalition and an indication of the county being an opposition stronghold. Jubilee 26(12.7%) being the ruling coalition there is a clear indication they are not popular within the county. This has contributed greatly to slow development of the county as most resources are held back by the ruling coalition. 67(32.7%) opted to belong to others; most respondents did not want to respond to political issues due to, intimidation, fear of losing their job and its sensitivity within the county. There was a very strong indication that they belong to the ruling coalition.

4.4 Information Communication Technology.

Table 4.10 Information processing.

<table>
<thead>
<tr>
<th>Information processing</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manually</td>
<td>18</td>
<td>8.8</td>
</tr>
<tr>
<td>Computerized</td>
<td>187</td>
<td>91.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
The study sought to evaluate how information is being processed. The table 4.10, 18(8.8%) reported that the information is processed manually indicating that there are some areas within the departments which do not have computers, the staffs are not computer literate and constant changes in technology. This is in agreement with the study done by Gikandi and Bloor (2010) identified factors which tended to inhibit the adoption of ICT, include lack of resources and constant changes in technology. 187(91.2%) processed the information by use of computers implying there is need to improve services delivery through efficiency and speed. The rapid development in Information and Communication Technology (ICT) has impacted the way people interact and manage their lives.

4.4.1 ICT literacy level

<table>
<thead>
<tr>
<th>ICT levels</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet</td>
<td>82</td>
<td>40.0</td>
</tr>
<tr>
<td>Computers</td>
<td>100</td>
<td>48.8</td>
</tr>
<tr>
<td>Mobile phones</td>
<td>23</td>
<td>11.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to identify the literacy level of the respondents in ICT. In table 4.11. It was established that, 82(40.0%) of the respondents appreciated internet service, the county government has developed its own website. Most county information is posted on the website which requires constant visiting of the site. These contribute to reduction of paperwork and periodic accessing for updates on various information. Most respondents are unable to retrieve current information about the county affecting the service delivery. 100(48.8%) were computer literate, this is due to the high number of educated staffs and adoption and advancement in technology propelling the county government to transact its business through ICT and used
computers to perform various functions of service delivery, 23(11.2%) of the respondents had functional mobile phones that had various features of work performance. Mobile phones have become more accessible, portable, effective and at handy when information is needed.

4.4.2 Adequacy of computers on service delivery

Table 4.12 Respondents’ adequacy on computers

<table>
<thead>
<tr>
<th>Adequacy of the computers</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted to users</td>
<td>110</td>
<td>53.7</td>
</tr>
<tr>
<td>Available to all</td>
<td>85</td>
<td>41.5</td>
</tr>
<tr>
<td>Inadequate</td>
<td>10</td>
<td>4.8</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to ascertains the adequacy of computers on service delivery. The findings are shown in the table 4.12. It shows that 110(53.7%) of the respondents acknowledged that the computers were adequate but restricted to users only for the sole purpose of security and accountability. The county has put measures into place to protect and prevent cyber crimes by use of their computers. Another factor that could be influencing restricted use is great involvement of the current employees on social media (facebook, twitter, linkedIn, pinterest, instagram). 85(41.5%) respondents noted that computers were adequate and available to all staffs contributing to quick access to information but only 10(4.8%) felt that the computers were inadequate, this could be due to inadequate knowledge by the staff about the computers and the role/responsibilities they are assigned which do not involve computers contributing greatly to slow pace of service delivery.
4.4.3 Accessibility of computers on service delivery.

The study was interested to evaluate the accessibility to computers on service delivery. The findings are shown in the table 4.13. The study established that, 135(65.8%) of the respondents alluded to the fact that computers were accessible but only by user password, implying that those who had no password could not utilize it on service delivery 45(22.0%) respondents felt that they were personally assigned to specific staff indicating that one could use it under the permission or the supervision of the assigned staff while 25(12.2%) felt that the accessibility to computers were restricted implying the wider misuse of computer for personal reason(emails, facebook, whatsapp, typesetting).

4.4.4 Influence of location of computers on service delivery

The study sought to evaluate the influence of location of computers on service delivery. The table 4.14 shows, 39(19.0%) of responded identified computers within senior managers' offices.
offices, 86(42.0%) in managers offices deduced that most staff need closer supervision to offer better services to the customers, 33(16.1%) in supervisors offices while 47(22.9%) felt that they were located in other places (lobby, receptions, customer care desks). The current ultra modern offices are designed in a manner that allows the managers to have free view and closer observation of their staffs (extension of the manager’s office)

4.4.5 Computers on service delivery

Table 4.15 Influence of computers on service delivery.

<table>
<thead>
<tr>
<th>Service delivery</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow down</td>
<td>32</td>
<td>15.6</td>
</tr>
<tr>
<td>Moderate</td>
<td>87</td>
<td>42.4</td>
</tr>
<tr>
<td>Speed up</td>
<td>74</td>
<td>36.1</td>
</tr>
<tr>
<td>None of the above</td>
<td>12</td>
<td>5.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to establish the influence of computers on service delivery. The findings are shown from the table 4.15. The study established that, 32(15.6%) the respondents felt that it slow down service delivery basically based on the computer skills of the staff, 87(42.4%) moderate service delivery implying the composition of education level of the staffs and computer knowledge, 74(36.1%) speed up deducing a well trained staff in computer skills and customer service delivery, 12(5.9%) did not identify any of the three options, they were either new staff or very ignorant about the relationship between computers and service delivery.
4.4.6 Computer skills and service delivery

Table 4.16 Influence of the computer skills on service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>119</td>
<td>58.0</td>
</tr>
<tr>
<td>Agree</td>
<td>71</td>
<td>34.6</td>
</tr>
<tr>
<td>Undecided</td>
<td>8</td>
<td>3.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to assess the influence of computer skills on service delivery. The findings are shown in table 4.16. The study established that, 119(58.0%) of the respondents strongly agreed that quality of service delivery is determined by the computer skills indicating that staffs will increase their level of efficiency, easy record retrieving, accessibility of information, accountability and information sharing, it implies that with computer skills the level of service delivery improves contributing to customer satisfaction, 71(34.6%) agreed to the statement indicate the hard working and well trained respondents in the service delivery sector, 8(3.9%) undecided while 7(3.4) disagreed, deduced that they lack computer training and knowledge.

4.4.7 Computer and customer relation

Table 4.17 Improvement of customer relation

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>67</td>
<td>32.7</td>
</tr>
<tr>
<td>Agree</td>
<td>102</td>
<td>49.8</td>
</tr>
<tr>
<td>Undecided</td>
<td>18</td>
<td>8.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>8.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 4.17, 67(32.7%) respondents strongly believed that the level of service delivery and computer skills improved customer relation, 102(49.8%) agreed, 18(8.8%) both were undecided and disagreed. Majority of the respondents (82.5%) agreed that computers increased customer relation due to speed, efficiency and effectiveness of the service delivered. Agrees with the study by Ndou (2004), who observed that traditional bureaucratic paradigm has been replaced by flexibility, network organization, vertical/horizontal integration, innovative entrepreneurship, organizational learning, speed up in service delivery, and a customer driven strategy, which emphasize coordinated network building, external collaboration and customer services all of which are supported by ICT.

4.4.8 Computers and staff motivation.

Table 4.18 Influence of computers on Staff motivation.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>81</td>
<td>39.5</td>
</tr>
<tr>
<td>Agree</td>
<td>88</td>
<td>42.9</td>
</tr>
<tr>
<td>Undecided</td>
<td>22</td>
<td>10.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>5.4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to establish the influence of computers on staff motivation. Table 4.18 shows, 81(39.5%) of respondents strongly agreed that staff deliver better service if they have gained computer skills, 88(42.9%) agreed, 22(10.7%) were undecided, 11(5.4%) disagreed while 3(1.5%) strongly disagreed. The right training and education level of the respondents played a major role in improving the service delivery. 82.4% of the respondents alluded to the fact that staffs are motivated to deliver better services when they acquire right computer skills. 17.6%
respondents were not conversant with computer knowledge a pointer to the education level. The finding support the previous study done by Lawson et al. (2003), they found that social barriers which centres on the lack of IT skills among staffs and insufficient knowledge about the benefits of conducting the business affect services.

4.4.9 Equipments and service delivery

Table 4.19 Influence of the quality of equipment and other accessories on service delivery.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>frequency</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>82</td>
<td>40</td>
</tr>
<tr>
<td>Agree</td>
<td>87</td>
<td>42.7</td>
</tr>
<tr>
<td>Undecided</td>
<td>17</td>
<td>8.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>8.8</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to assess the quality of equipment and other computer accessories on service delivery. The findings are shown in table 4.19. 82(40%) of respondents strongly agreed, 87(42.7%) agreed, 17(8.3%) were undecided while 18(8.8%) disagreed. This shows that computers have a moderate influence on service delivery. Other factors like the education level and computer knowledge of the staffs plays a big role. Chonia (2002) concurs some of the problems associated with ICTs are; Poor literacy, lack of local information, inadequate language skills as well as cultural background was identified as the main barriers that prevent adoption of ICTs.
4.5 Resources

4.5.1 Procurement of resources.

Table 4.20 Resource Procurement

<table>
<thead>
<tr>
<th>Methods procuring</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive tendering</td>
<td>120</td>
<td>58.5</td>
</tr>
<tr>
<td>Restricted tendering</td>
<td>30</td>
<td>14.6</td>
</tr>
<tr>
<td>Internal sourcing</td>
<td>23</td>
<td>11.2</td>
</tr>
<tr>
<td>Others</td>
<td>32</td>
<td>15.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to assess the methods of procuring resources. The table 4.20 shows methods of procuring resources in the organization, 120(58.5%) felt that there was competitive tendering, 30(14.6%) restrictive tendering, 23(11.2%) internal sourcing while 32(15.6%) other means (direct purchase from suppliers, brokers, government supply). The respondents had an opinion that tendering of service/products should be competitive since they felt that other means compromise on the quality, siphon revenue from the county and associated with politically correct people or brokers.

4.5.2 Availability of revenue on service delivery

Table 4.21 Influence of the availability of revenue on service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>170</td>
<td>82.9</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>17.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Table 4.21 shows the influence of availability of revenue on service delivery. 170(82.9%) strongly agreed, 35(17.1%) agreed. All the respondents agreed that availability of revenue
influence service delivery. Adequate time and material resources need to be available to enable staffs perform to the best of their ability. Misappropriation of revenue, high turnover of technical staff, loopholes for diversion of funds to private accounts, hiring of unqualified people to perform technical duties and payment of ‘ghost’ workers were some of the key factors weakening service delivery which in turn, affected the continuity of projects initiated to improve service delivery.

4.5.3 National Government and revenue allocation

Table 4.22 The influence of National government in revenue allocation to service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>115</td>
<td>56.1</td>
</tr>
<tr>
<td>Agree</td>
<td>75</td>
<td>36.6</td>
</tr>
<tr>
<td>Undecided</td>
<td>8</td>
<td>3.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study sought to establish the influence the national government and revenue allocation on service delivery. The findings are shown in the table 4.22. The study established that, 115(56.1%) respondents strongly agreed, 75(36.6%) agreed. Majority of the respondents agreed that the revenue allocation from the National government influence service delivery. Poor service delivery is mostly associated with heavy indebtedness to suppliers as a result of mismanagement of public resources, political interference, lack of transparency and accountability. Minority were undecided 8(3.9%) and disagreed 7(3.4%) there was a likelihood of fear and lack of understanding on how the county governments are being funded by the national government.
4.5.4 Misappropriation of revenue by county leadership

Table 4.23. Influence of revenue misappropriation by county leadership on service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>165</td>
<td>80.5</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>14.6</td>
</tr>
<tr>
<td>Undecided</td>
<td>8</td>
<td>3.9</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.23, 80.5% of the respondents strongly agreed that revenue is being misused by the county leadership. 14.6% agreed, implies that the issue being raised by the controller of national budget and the accounts oversight committees about county expenditure should be revisited. Tribalism and nepotism within key position in finance department is fueling the vice. The National Government should give citizens more oversight power by opening up reporting channels, establishing hotlines and circulating widely as well as decentralizing witness protection institutions to enhance accountability at the counties.

4.5.5 Quality of products/services procured

Table 4.24 Quality of products/services procured

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>20</td>
<td>9.8</td>
</tr>
<tr>
<td>Good</td>
<td>101</td>
<td>49.3</td>
</tr>
<tr>
<td>Fair</td>
<td>68</td>
<td>33.2</td>
</tr>
<tr>
<td>Poor</td>
<td>16</td>
<td>7.8</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to investigate the quality of products/service procured. The table 4.21 shows the quality of products and services procured, 20(9.8%) indicated that they were very good, 101(49.3%) felt the products and services were good, 68(33.2%) indicated they were fair
while 16(7.8) poor. Majority of respondents 49.3% affirmed that the quality of products/service procured are good indicating that customers’ unsatisfactory definitely prevents county from improving the livelihood of the citizen, revenue as well as service delivery.

4.5.6 Rating value on service delivery

Table 4.25 Rate value on service delivery

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positively</td>
<td>142</td>
<td>69.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>52</td>
<td>25.4</td>
</tr>
<tr>
<td>Negatively</td>
<td>7</td>
<td>3.4</td>
</tr>
<tr>
<td>None of the above</td>
<td>4</td>
<td>2.0</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the table 4.22, the respondents rated the value of service delivery to the county, 142(69.3%) rated it positively, 52(25.4%) neutral, 7(3.4%) negatively while 4(2.0%) none of the above. Higher percentage of respondents 69.3% agreed that there was positive value on service delivery indicating that the new concept of the county government has necessitated accessibility and distribution of resources to more areas of need. The county government concept is on the right track but only to eliminate small bottlenecks along the way.

4.6 Organization Value and culture

Table 4.26 Organization Values and Culture

<table>
<thead>
<tr>
<th>Values</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision, Mission, Motto</td>
<td>170</td>
<td>82.9</td>
</tr>
<tr>
<td>Vision, Mission, Core value</td>
<td>35</td>
<td>17.1</td>
</tr>
<tr>
<td>Total</td>
<td>205</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the table 4.23, it shows whether the organization has values and culture, 170(82.9%) identify Vision, Mission, Motto, 35(17.1%) respondents identify Vision, Mission,
Core value. The county identifies offering high quality services within its vision indicating greater focus on service delivery to the residents. The mission focuses on the welfares, formulation and implementation of multi-sectoral policies which is all inclusive. Policies formulation and implementation set the best stage of improving service delivery. The county lacks the basis upon which decisions, plans, strategies and the guiding principles can be made. Implies that most decisions, strategies and plans are vague and narrow minded.

4.6.1 Rate organization values on service delivery

Table 4.27 Rate Organization values on service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positively</td>
<td>142</td>
<td>69.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>52</td>
<td>25.4</td>
</tr>
<tr>
<td>Negatively</td>
<td>7</td>
<td>3.4</td>
</tr>
<tr>
<td>None of the above</td>
<td>4</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The table 4.24 shows the rate of organization values on service delivery, 142(69.3%) respondents said it influence service delivery positively, 52(25.4%) were neutral, 7(3.4) indicated negative influence while 4(2.0%) could not identify any from the above. From the vision the county acknowledges the importance of service delivery (quality) to its residents. Thus why the respondents identified positively the values of the organization which is supported by policies formulated and implemented on service delivery.

4.6.2 Empowerment and training promote successful service delivery.

Table 4.28 Influence of empowerment and training in promoting successful service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>65</td>
<td>31.7</td>
</tr>
<tr>
<td>Agree</td>
<td>120</td>
<td>58.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>7.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>2.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
From the table 4.28, 65(31.7%) strongly agreed, 120 (58.6%) agreed. Majority of the respondents (90.3%) agreed empowerment and training plays an important role in managing service delivery. They emphasized the positive effects of staff empowerment such as motivating staff, helping them to feel more important and enthusiastic about their job, and be able to provide quick solution to problem at work. On-job training contributes to reduction of staff mobility, improves performance and job satisfaction.

4.6.3 Empowerment, training and staff performance.

Table 4.29 Empowerment and training improves staffs performance on service delivery.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>95</td>
<td>46.3</td>
</tr>
<tr>
<td>Agree</td>
<td>102</td>
<td>49.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>2.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Table 4.29 shows that 95(46.3%) strongly agreed, 102(49.7%) indicating that if the staffs are highly empowered they would be more satisfied with their jobs and have a better sense of task control, and better action on service delivery. Effective staff training can leads to an increase in performance contributing to, accuracy, effectiveness, good work, effective safety practices and satisfactory customer services. 4(2%) of respondents disagreed and strongly disagreed implying newly hired staffs and inexperienced who still causes immense wastage of time in the county.
4.6.4 Empowerment, training and motivation

Table 4.30 Empowerment and training motivate staffs to enhance their performance.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>40</td>
<td>19.5</td>
</tr>
<tr>
<td>Agree</td>
<td>158</td>
<td>77.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>2.4</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Table 4.30 shows that 40(19.5%) of respondents strongly agreed, 158(77.1%) agreed that empowerment and training motivates staffs to enhance their performance. The quality of work and the output of a motivated staff is always high and they are aware of the fact that a specific goal must be achieved, and continuously directs the efforts at achieving that goal. The respondents are willing to increase the output if the county government motivates them through incentives, higher remunerations, respect, ranks and freedom to take contingency decisions.

4.6.5 Idea presentation

Table 4.31 Influence of idea Presentation on service delivery.

<table>
<thead>
<tr>
<th>Forms of Presentation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democratic</td>
<td>68</td>
<td>33.3</td>
</tr>
<tr>
<td>Autocratic</td>
<td>34</td>
<td>16.6</td>
</tr>
<tr>
<td>Participatory</td>
<td>93</td>
<td>45.4</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>4.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The table 4.25 shows influence of idea presentation on service delivery, 68(33.3%) indicated democratic, 34(16.6%) identified autocratic, 93(45.4%) alluded to participatory while 10(4.9%) other forms (idiocratic, kleptocratic, neocratic). Robbins (2001) had an opinion that organization are pushing decision making down to the operating level in order to give staffs
freedom to make choices, schedules and solve problems. Most county staffs desire to have full participation in decision making, solving of work related problems and make informed choices within the service delivery sector.

4.6.6 Influence of idea presentation on service delivery

Table 4.32 Extent to which idea presentation influence service delivery

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very large extent</td>
<td>55</td>
<td>26.8</td>
</tr>
<tr>
<td>Large extent</td>
<td>91</td>
<td>44.4</td>
</tr>
<tr>
<td>Neutral</td>
<td>44</td>
<td>21.5</td>
</tr>
<tr>
<td>Low extent</td>
<td>9</td>
<td>4.4</td>
</tr>
<tr>
<td>Very low extent</td>
<td>6</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Table 4.26 seek to identify the extent to which idea presentation influence service delivery, 55(26.8%) implied to very large extent, 91(44.4%) indicated to large extent, 44(21.5%) were neutral, 9(4.4%) identified it at low extent while 6(2.9%) very low extent. Respondents’ feels more empowered if they participate in the decision making of the organization. Majority of the respondents 71.2% deduced that idea presentation influenced service delivery to a very large and large extent. 21.5% were neutral implies they lack knowledge, are still new in the organization or ignorant to the service delivery sector. 7.3% respondents identified low and very low extent; they must monitor and evaluated the effect of idea presentation. Their did not notice an influence on the service delivery. These respondents must be very observant and well educated to make such informed decision. The county should work extra hard to identify and close all the loopholes of inefficiency.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents summary of findings, conclusions drawn, recommendations arrived at and suggestions for further research.

5.2 Summary of Findings

This study was based on the following objectives; To determine how social demographic factors influence service delivery at county government. To evaluate how Information Communication Technology factors influence service delivery at county government. To assess how resources influence service delivery at county government. To determine how organization culture within the county influence service delivery.

5.2.1 Social Demographic factors

From the data presented, it is clear that gender played a major role in service delivery. Females were slightly higher at 53.7% compared to males at 46.3%, indicating that women are perceived to be more hospitable. Ironically, males were perceived to be more active at 39.5% than female at 36.6% when the research sought to identify gender influence on service delivery. The respondents between the age 26-35years at 37.6% presented the highest. The age group was mostly the youth which shows the county is more determined to boost in youth development and they more educated and active. Age also had a positive influence on service delivery 66.3%, this shows that the more active age group helps in accelerating the service delivery. The study established that 42.4% respondents had University Education and 38.5% college education indicating that county governments are more focused on education qualification as part of their
strategies to improve service delivery. 59.5% respondents were married, which indicate commitment and dedication of undertaking the responsibilities in service delivery. They are also perceived to be more focus and stays longer compared to singles. Divorced and separated respondents had the minimal percentages.

Christianity was the most dominant religion amongst the respondents 95.6% indicating the peaceful nature of the area of study, normally referred to as “Mulembe” in local dialect. Muslims 4.4%, was still at the lowest amongst respondents.

Politics also played a major role in service delivery as most respondents were affiliated to CORD, 50.7%. This shows that there is limited support from national government, JUBILEE 12.7%. Interestingly some of the respondents did not want to express their opinion on the political parties they belong in openly hence opted to select “Others” 32.7% for fear of victimization.

5.2.2 Information Communication Technology

On the influence of Information Communication Technology, the study found out that most departments were computerized, 91.2% showing the necessity for efficiency and effectiveness in service delivery. 48.8% of respondents were computer literate and 40.0% were internet literate, 11.2% could access information by use of mobile phones.

However, when the study sought to ascertain how adequate the computers were, 53.7% had the opinion that computers were adequate but allocated to specific staffs, shows the accountability, 41.5% felt that computers were available to all the staffs, however 4.8% felt that they were inadequate. The study also sought to establish the accessibility of the computers, 65.8% respondents agreed that they were accessible but by user password, shows the security measures put into place. 22.0% indicated they were personally assigned to specific staffs who
become the solo controller. Most computers were located at managers’ officers 42.0% and they were perceived to moderate service delivery 42.4%. Study sought to assess the quality of service delivery and computer skills, 58.0% strongly agree that quality of service delivery depend on the computer skills of the staffs.

The study sought to ascertains influence of computer on customer relation, 49.8% agreed it had positive influence due to speed and efficiency. However, on influence of staff motivation, 42.9% agreed that it had especially the modern breed of computers due to its elegancy and sleek. Finally, the study sought to find out the influence of the quality of equipment on service delivery, 40.0% strongly agreed and 42.7% agreed that the quality of equipment influence service delivery mostly based on the speed and internal features.

5.2.3 Availability of Resources

The study sought to investigate the resource procurement, 58.5% respondents alluded to the fact that it was competitive procurement process, shows there was the products and services procured are of high quality due to competition, in fact when the study sought to assess the quality of products procured, 49.3% indicated they were good.

There was positive value of products procured on service delivery 69.3%, shows the procurement process was widely accepted as a means of purchasing quality products.

5.2.4 Organization Values and Culture

Higher percentage of responded of 45.4% indicated that idea presentation was participatory while 33.3% democratic, shows the implementation of the new constitution at county level. The study also seek to understand the extent to which idea presentation influenced
service delivery, 44.4% indicated to large extent, shows staff motivation and improved self esteem amongst staffs as they contribute towards service delivery improvement.

5.3 Conclusion.

The study confirmed that there are factors influencing service delivery at county government which has contributed to deteriorating or improvement of services. The promulgation of the new constitution has brought about greater improvement in the service delivery sector, especially the chapter six which emphasize on integrity, transparency and accountability.

There was a great involvement of both genders in service delivery with more emphasis being put on professional qualification, the youth, married, and quality of services. There was a negative impact on Muslims as the study recognized a marginal number being involved in the service delivery sector at the county. The study having identified CORD as the predominant political group, the national government needs to assist in implementation of the new constitution by allocating and releasing the required resources into the county government in order to improve on service delivery.

Information Communication Technology is transforming the way service delivery should be performed. A county that does not impress it is doomed to fail. With the rapid increment in sophisticated and educated citizen, there must be tremendous effort being made by the county government to personalize services.

Availability of resources influence service delivery at all levels. The allocation and management of these resources especially the revenue, human and equipments were amongst the greatest factor that the service delivery is anchored upon. The leadership and the management styles should be geared towards county residents.
Most respondent identified the vision, mission and motto of the county. From the study area, its Vision “A wealthy and vibrant county offering high quality services to its residents”. Mission “To improve the welfare of the people of Kakamega County through formulation and implementation of all inclusive multi-sectoral policies”. These two identities imply there is more emphasis on service delivery and the people. Empowerment and training still remain a force of influencing and improving service delivery sector.

5.4 Recommendation

The recommendations were made based on the findings of the study:

The County government should be all inclusive on religious matters; there was marginal number of Muslims. They should also consider other emerging religion like the Hinduism as they form part of business people in the town.

The national government should foster a clear environment and adhere to the rule of law by distributing equal resources to the counties regardless of their political affiliation. It will foster service delivery at county level and enhance nationality.

County government should invest more in ICT which is turning to be a commanding force in the modern world. To make more improvement in service delivery, they should invest more in e-procurement, e-finance, e-health. Most services should be customer friendly (access at the comfort of one’s home) through mobile phones. By relying more on the government system of ICT (Information Financial Management System) which is easily manipulated, they imply that they do not have enough capacity to control their own resources.

There should be clear core value, motto to the county staffs as some counties operate without clear direction. The values enshrined in county vision and mission is not easily identified by the county staff. There should be review of the county Vision and Mission to be in line with the
welfare of the people and be formulated and implemented by the involvement of all the stakeholders.

There should be a transparent system of controlling the resources allocated to county government as most end up in scrupulous people who misquander them, purporting to be leaders championing the course of the citizens.

5.5 Suggestions for Further Research

The following suggestions were made for further research:

i) A similar study should be conducted in specific the county departments to find out if indeed there exists better service delivery.

ii) A research in this context could bring about changes in findings. This is because of many variables that might not be put into standard because of varies in the service industry ranging from seasonality, personality of employees on duty, and many more variables. Therefore, researchers are welcome to conduct a similar research.

iii) There is also need to do a research on the contribution of behavioral factor of the county staffs on service delivery.
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Appendix 1: Informed Consent

<table>
<thead>
<tr>
<th>Research Title</th>
<th>Factors influencing service delivery county governments; A case study of County Government of Kakamega.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Researcher</td>
<td>Isaac Vidolo Kalava, University of Nairobi.</td>
</tr>
<tr>
<td>Mobile Number</td>
<td>+254 726 895 616, email; <a href="mailto:isaceldo09@gmail.com">isaceldo09@gmail.com</a></td>
</tr>
<tr>
<td>Interviewees</td>
<td>County government officials, and front office staffs.</td>
</tr>
</tbody>
</table>

What the study is about:

**Being in the study**

Your participation in the study is entirely voluntary; you may even decide not to answer questions or withdraw from the study at any time deemed necessary.

**What we will ask you to do.**

The basic of this study is to collect correct information. You are tasked to respond to interviews and questionnaires and give honest answers to the study. There is no wrong or right answer. We will be seeking your experiences about service delivery in the county. For interviews, we will expect it to take 15-20 minutes to complete, but we will also request to return after three weeks in order to conduct another interview.
Data security and confidentiality

All the information from the interviews and questionnaire will be used for research purpose only. No one will be given chance to access the information apart from the researcher. Data collection forms will not have your name and will make it impossible to identify you in any report in the study.

Risk and benefits of the study

There will be no any serious risk of participating in the study. We will only be requesting for your experience and opinion related to service delivery within the county. All the information will be kept confidential. The result of the study will be used to improve service delivery if implemented.

Cost and compensation

You will not incur any monetary cost for participating in this study. There will be no compensation from either side for participation into the study.

Questions

If you will be having any question concerning the study, kindly contact Isaac Vidolo Kalava (the researcher) +254 726 895 616.

Your rights as a study participant

The research will be subjected to review and approval from NACOSTI. If you have any question on your rights as a research participant, you may contact secretary of the authorization body on the contact that will be provided later.
Kindly confirm if you wish to participate in this study by indicating your willingness;

<table>
<thead>
<tr>
<th>Participant Name</th>
<th>Participant signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>Study staff</th>
<th>Staff signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2: Research Questionnaire.
I salute you; my name is Isaac Vidolo Kalava. Am a student at University of Nairobi and am carrying out a study on FACTORS INFLUENCING SERVICE DELIVERY AT COUNTY GOVERNMENTS. I kindly request your support by taking the time to help me complete this questionnaire. Your responses are voluntary and confidential, for the purpose of this study. You are not required to write your name on the questionnaire. This questionnaire contains four sections. Kindly respond to all questions in all the four sections by ticking in the space provided or by explaining your opinion briefly within the spaces provided.

INDICATE THE INFORMATION BY TICKING ALL APPROPRIATE SECTIONS.

Section A: Social Demographic Factors

101. (a) Gender: (i) Male □ (ii) Female □

102. How does gender influence service delivery.

(i) Males are more active than women □ (ii) Females are more active than males □

(iii) Both are more active □ (iv) both are less active □

(v) None of the above □

103. What is your Educational Level?

(i) Primary □ (ii) Secondary □ (iii) College □ (iv) University □ (v) None
104. Indicate your age group

(i) Below 18 Years [ ]  (ii) 18-25 Years [ ]  (iii) 26-35 Years [ ]

(iv) 36-45 Years [ ]  (v) 46-55 years [ ]  (vi) above 56 Years [ ]

105. How does your age group influence service delivery?

(i) Positively [ ]  (ii) Negatively [ ]  (iii) Neutral [ ]  (iv) None of the above [ ]

106. What is your marital status?

(i) Married [ ]  (ii) Single [ ]  (iii) Divorced [ ]  (iv) Widowed [ ]  (v) Separated [ ]

107. What is your religion?

(i) Christianity [ ]  (ii) Muslim [ ]  (iii) Traditional African [ ]  (iv) Others [ ]

108. Which political group are you affiliated to?

(i) CORD [ ]  (ii) JUBILEE [ ]  (iii) ANC [ ]  (iv) Others [ ]

Section B: Information Communication Technology.

201. How do you process information in the office?

(i) Manually [ ]  (ii) Computerized [ ]

202. Which areas of ICT are you literate?

(i) Internet [ ]  (ii) Computer [ ]  (iii) Mobile phones [ ]
203. Are the computers adequate to all staffs?
(i) Restricted to users  (ii) Available to all  (iii) Inadequate

204. How accessible are the computers?
(i) By user password  (ii) Personally assigned  (iii) Restricted

205. Where are the computers located?
(i) Senior Managers offices  (ii) Managers offices  (iii) Supervisors offices  (iv) Others

206. How does the location of computers influence service delivery?
(i) Slow down  (ii) Moderate  (iii) Speed up  (v) None of the above

207. The level of service delivery is influenced by computer skills [Please indicate your opinion, in corresponding with your choice. Where 1=Strongly Agree (SA), 2=Agree (A), 3=Undecided (UD), 4=Disagree (D), 5=Strongly disagree (SD) Tick where appropriate.

<table>
<thead>
<tr>
<th>Code</th>
<th>Indicator</th>
<th>(1)SA</th>
<th>(2)A</th>
<th>(3)UD</th>
<th>(4)D</th>
<th>(5)SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>207</td>
<td>Quality of service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>208</td>
<td>Improvement of customer relation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>209</td>
<td>Staff competence/motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>210</td>
<td>Quality of the equipments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section C: Resources.

301. How are the resources procured?

(i) Competitive tendering [ ] (ii) Restricted tendering [ ] (iii) Internal sourcing [ ]
(iv) others [ ]

302. There is a strong influence of revenue to service delivery in the county.

(i) Strongly Agree [ ] (ii) Agree [ ] (iii) Disagree [ ] (iv) Strongly Disagree [ ]

303. The national government influence service delivery through the allocation of revenue.

(i) Strongly Agree [ ] (ii) Agree [ ] (iii) Disagree [ ] (iv) Strongly Disagree [ ]

304. Most part of the revenue collected is misappropriated by the county leadership

(i) Strongly Agree [ ] (ii) Agree [ ] (iii) Disagree [ ] (iv) Strongly Disagree [ ]

305. How is the quality of products/services procured?

(i) Very good [ ] (ii) Good [ ] (iii) Fair [ ] (iv) Poor [ ]

306. How can you rate the value of goods procured on service delivery?

(i) Positively [ ] (ii) Neutral [ ]

(iii) Negatively [ ] (iv) None of the above [ ]
Section D: Organization culture

401. Do you have the following [tick where appropriate]

(i) Vision, Mission, Motto  
(ii) Vision, Mission, Core value

402. How does it empower and influence service delivery?

(i) Positive  (ii) Neutral  (iii) Negative  (iv) None of the above

403. Empowerment and training promote successful service delivery.

(i) Strongly Agree  (ii) Agree  (iii) Disagree  (iv) Strongly Disagree

404. Empowerment and training improves staffs performance on service delivery.

(i) Strongly Agree  (ii) Agree  (iii) Disagree  (iv) Strongly Disagree

405. Empowerment and training motivate staffs to enhance their performance in service delivery.

(i) Strongly Agree  (ii) Agree  (iii) Disagree  (iv) Strongly Disagree

406. What is the forms of idea presentation in the organization?

(i) Democratic  (ii) Autocratic  (iii) Participatory  (iv) Others

407. To what extent does the mode of idea presentation influence service delivery?

(i) Very large extent  (ii) Large extent  (iii) Neutral  (iv) Low extent

(v) Very low extent

Thank you

End

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Appendix 3: Permit No: NACOSTI/P/16353/12264.

This is to certify that

Mr. Isaac Vidolo Kalava

of University of Nairobi, 0-50100

has been permitted to conduct research in Kakamega County

on the topic: FACTORS INFLUENCING SERVICE DELIVERY AT COUNTY GOVERNMENTS: A CASE OF KAKAMEGA COUNTY

for the period ending 5th July, 2017

Permit No.: NACOSTI/P/16/16353/12264
Date of Issue: 8th July, 2016
Fee Received: Ksh 1000

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation
Appendix 4: Permission Letter from County Government of Kakamega.

OFFICE OF THE GOVERNOR

Telephone: 056 – 31850/31852/31853
Fax: 056 – 31854
Email: kakamegacountygov@gmail.com
When replying please Quote
Ref No. CGK/OC/GEN/CRR/VOL.11/01/31

The County Secretary
County Government of Kakamega
P. O. Box 36 - 50100
KAKAMEGA
DATE: 23rd May 2016

Ali Chief Officers
County Government of Kakamega

REF: PERMISSION TO CARRY OUT A RESEARCH WITHIN THE COUNTY

Attached is a letter of request to carry out a research for Isaac Vidolo Kalava and a forward letter from the University of Nairobi.

Please accord the Researcher the necessary support and avail the required information.

[Signature]

Dr. Beatrice M Sabana
COUNTY SECRETARY
Appendix 5: Recommendation letter from, The University of Nairobi.

UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
KAKAMEGA & WESTERN KENYA AREA

Your Ref: 
Our Ref: Uon/Cees/Kak/1/47/(157) 
Telephone: Kakamega 056-31038/0204917206 
04th May, 2016

TO WHOM IT MAY CONCERN

REF: ISAAC VIDOO KALAVA – L50/76746/2014

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra-Mural Studies, Kakamega Extra-Mural Centre taking a Course in Master of Arts (Project Planning Management). He has completed his course work for Semester 1, 2 and 3 and is working on his Project Paper.

He is undertaking a Research Project entitled Factors Influencing Service Delivery at County Government “case Study of Kakamega County

Any assistance accorded to him will be highly appreciated.

Mr. Elias O. Owino, 
Regional Organiser, 
Kakamega & Western Kenya Area.
Appendix 6: Application letter to the County Government of Kakamega

Isaac Vidolo Kalava
University of Nairobi,
School of Continuing and Distance Education,
Department of Extra-Mural studies,
P.O Box 422,
Kakamega.
17th, May 2016

The County Secretary,
County Government of Kakamega,
P.O Box 46,
Kakamega.

Dear Sir/Madam

REF: PERMISSION TO CARRY OUT RESEARCH WITHIN THE COUNTY OFFICES.

Am a masters student at University of Nairobi. Am undertaking a research project entitled, FACTORS INFLUENCING SERVICE DELIVERY AT COUNTY GOVERNMENT, a case study of Kakamega County.

I kindly seek your authorization in collecting data of which it will assist in accomplishing my study.

Attached is an introductory letter from University of Nairobi.

Your assistance is highly appreciated.

Yours faithfully,

Isaac Vidolo Kalava
## Appendix 7: Krejcie and Morgan table

### Table 3.1

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*Note: N is Population Size, S is Sample Size*

*Source: Krejcie & Morgan, 1970*