

European Journal of Business and Strategic Management (EJBSM)

**ORGANIZATIONAL CULTURE AND STRUCTURE AS
DETERMINANTS OF SERVICE DELIVERY IN THE
COUNTY GOVERNMENT OF KITUI**

Muthengi Japheth Mbiti and Dr. Sedina Misango

Strategy

ORGANIZATIONAL CULTURE AND STRUCTURE AS DETERMINANTS OF SERVICE DELIVERY IN THE COUNTY GOVERNMENT OF KITUI

Muthengi Japheth Mbiti

School of Business and Economics: South Eastern Kenya University

Email: jeffmbiti2000@yahoo.co.uk

Dr. Sedina Misango

School of Business and Economics: South Eastern Kenya University

Abstract

Purpose: In early years of the 21st Century, Kenya started a journey of developing a new constitution which established the devolved system of government to improve on governance gaps. Since the introduction of devolution, County governments have introduced new organizational culture and structures which assist in service delivery. Consequent to this development, the objective of the study was to determine the influence of organizational culture and structure on service delivery in the County Government of Kitui and specific objectives of the study were to establish the influence of organizational culture and organizational structure on service delivery in the County Government of Kitui.

Methodology: The study adopted a descriptive research design and made use of a sample size by use of both stratified random and simple random sampling methods to establish the study sample. For effective data collection, the study was based on primary data which was both qualitative and quantitative. The data was collected through questionnaires and analyzed using Statistical Package for Social Science (SPSS) version 22. The analysis involved descriptive and inferential statistics. Data was presented in form of frequency tables for easy interpretation. Regression analysis was employed to establish the relationship between the variables.

Results: The study established that organizational structure and organizational culture have significant effect on the Kitui county residence service delivery. The study concludes that the County government has implemented the constitutional structure and adopted a beneficial culture which ensures good planning procedures for effective service delivery.

Unique contribution to theory, practice and policy: The study recommends that the County management should embrace good governance and promote the available cultural practices and that the structure be made shorter to empower junior officers with more authority and responsibilities.

Keywords: *Organizational Culture, Structure, Service Delivery*

1.0 INTRODUCTION

Globally, Governments have experienced many administration and service delivery challenges in public service due to increased demand and expectations from the citizens (Baqir & Iyer, 2010). For appropriate governance, the administration must draft a service delivery framework based on the needs and priorities of the public as guided by the available management policies (Mosud & Irene, 2018). The frameworks are based on the administration culture and structure employed in delivering the services to the public. It explains the roles and the responsibilities of the government, the public and development partners in ensuring timely and smooth service delivery (Solomon & Zeleke, 2013).

Kenya is among the developing countries which have introduced the devolved system of government to enhance service delivery to its citizens (Krishnan, 2014). The system has enabled significant economic growth across all sectors, creating attention to local and international stakeholders like investors and policy developers. According to Mosud and Irene (2018), since introduction of the devolved system in 2013, Kenyan service delivery has greatly advanced in the public domain since basic services are offered by the County Governments. There is improvement in the standards of living, easy movement of persons, availability of water and food, improved health services and public participation in projects' implementation (Onyoni & Kavale, 2018).

According to Kenyan Constitution 2010, Kitui County is among the 47 Counties established to deliver basic services to the public through the devolved system. The County government is guided by the policies and procedures in the Constitution of Kenya 2010 and the County Government Act 2012. In every financial year, the County administration conducts public participation in all villages to collect information on the people's priorities using the need based approach before allocating the available resources to the projects (Public Finance Management Act, 2012).

Service delivery has been successful due to public involvement in executing the projects, government coordination and prevailing peace. However, some challenges have affected service delivery ranging from poor administrative structures, negative cultural practices, political interference and climatic changes. The County has prioritized Universal health care, Food and water, Wealth creation, Education and youth development and Women empowerment as the key service delivery pillars.

1.1 Statement of the Problem

The devolved system of government has experienced challenges in service delivery in the developing states which include misuse of office, political instability, inappropriate organizational structures and cultures, tribalism among others (Krishnan, 2014). Studies have indicated that structures and allocation of duties are key factors influencing service delivery as inappropriate application has always resulted to the public complaining on the deficiency of government services (Ojokuku, 2013).

According to Siddle and Koelble (2012), effective service delivery creates confidence of the public towards the government which has the responsibility of offering public services. As a result of devolution, County governments have significantly become the avenue for the delivery of government services which has now made institutional culture and structure a key factor in government performance. County governments in Kenya have developed different mechanisms to address the issues of culture and structure in order to improve on efficiency of public services to the citizens. Cultures and structures have affected the effectiveness and efficiency of public service in the Counties and Kitui County was especially affected by

change of organizational structure after regime change in August 2017 following general elections (Mbiya, Egessa & Musiega, 2014).

Since the establishment of the two levels of government, no specific scholar has investigated the relationship between the structure and culture and service delivery specifically in Kitui County. This research will study the influence of organizational culture and organizational structure on service delivery in the County Government of Kitui hence answer the question; what influence do organizational culture and structure have on service delivery in Kitui County?

1.3 Research Objective

The objective of the study is to determine the influence of organizational culture and organizational structure on service delivery in the County Government of Kitui.

1.3.1 Research Questions

- i. What is the influence of organizational culture on service delivery in the County Government of Kitui?
- ii. To what extent does organizational structure influence service delivery in the County Government of Kitui?

2.0 LITERATURE REVIEW

2.1 Theoretical Review

The study is based on the service delivery where institutional theory and Kurt Lewin's force theory of change were considered as relevant.

2.2 Institutional Theory

Meyer and Rowan (1977) argue that the institutional environment can highly influence the development of formal structures in an organization, often more profoundly than market dynamics. Innovative structures that improve operational efficiency in change sensitive organizations are legitimized in the environment. Ultimately these innovations reach a level of legitimization where failure to adopt them is seen as illogical. At this point new and existing organizations will adopt the structural form even if the form doesn't improve efficiency.

The study is targeting the organizational structure and culture on which the theory is based. It considers organization working structures and processes which include the working rules and regulations, schemes of work established under the authoritative rules and guidelines for social behavior from the management. County development plans are developed and implemented within a defined period of time as guided by the constitution of Kenya 2010 and other relevant legislations (Constitution of Kenya, 2010).

2.3 Kurt Lewin's Force Theory of Change

The theory was established by Kurt Lewin (1957) who developed a three-step change model. The basic objective of the model was to assist in organization and systems within the public sector. According to the Force Field Analysis model of Kurt Lewin, effective change happens by unfreezing the existing state of affairs or the current state of affairs, moving to a changed or a desired situation and then refreezing to make the change relatively permanent.

The theory is relevant in County government service delivery since counties have the mandate of transforming management and employees' cultural practices from the defunct

local authorities' practices to the productive norms as guided by the devolution framework, policies and guidelines to sustain an effective workforce.

2.4 Organizational Culture on Service Delivery

In the County governments, working beliefs, rites, norms, rituals, symbols and signs are the key determinants of quality and timely service delivery to the public (Costanza & David, 2015). The beliefs and rituals guarantee maintainable social and psychological environment of an organization and include the employee and employer performance expectations, working and service delivery experiences being the basic values which guide the general behavior of the organization. Negative beliefs and rites within the County governments affect service delivery to the public (Tipster, 2013).

Organizational norms and rituals are expressed by the employees' self-image, working environment, employee-employer relationship and strategies of attaining quality delivery of services to the public (Ojokuku, 2013). The symbols and signs briefly explain the core objective of the County government which is public service. The symbols include the County logos, vision and mission which guide the County public servants on their mandate to the citizens (Gichoya, 2005).

2.5 Organizational Structure on Service Delivery

County management structure explains the procedures of how activities will be performed in order to achieve specific County government goals and objectives (Onyoni & Kavale, 2018). The structure includes rules and guidelines, roles and responsibilities of all officers within the County in all levels of management who are involved in the delivery of County public services. The County structure provides guidelines on the movement of communication and lines of authority both in the County Executive and the County Assembly (Mbinya, 2014).

In a centralised management structure, communication on decisions flow from the top to bottom and in case the decentralized structure is used, the decisions are made at various levels (Maina, 2013). Organizational structure defines a specific hierarchy design within the County government which is adopted for effective service delivery to the people. A successful County hierarchy design shows how every officer's job is related to others and how it fits in the whole system of government. The structure gives the reporting lines and duties and responsibilities of every officer in the line of service delivery (Egessa & Manyasi, 2016).

2.6 Empirical Review

2.6.1 Influence of Organizational Culture on Service Delivery

Organizational culture is defined as the laid down staff motivational techniques that have been innovated to improve the employee general performance through improved staff participation and self-determination (Ewuim 2016). Culture involves internal organizational arrangement which gives employees autonomy, discretion and decision-making responsibility according to Maina (2013) in his study on factors affecting revenue collection in local authorities in Kenya. In this regard, Ojokuku (2013) studied effects of performance appraisal on motivation and academic performance in Nigerian public universities and stated that low management staff have more power, responsibility and ability to make service delivery decisions with significant influence on organizational performance. The core objective of positive culture is to enable the staff to maximize knowledge, work experience, management skills and teamwork which affect the quality and level of services offered.

Onyoni and Kavale (2018) studied the strategic factors affecting service delivery in County governments of Kenya and established that organizational culture involves the beliefs and norms, symbols and signs, team work, rites and rituals. Organizational beliefs is what specifically the employees hold to be true to the best of their knowledge while the norms are the levels of trust from personnel in organizational performance. Within the study of effective service delivery on County governments, Krishnan (2014) indicated that in many organizations, managers are better of using structured management as compared to beliefs and norms. Organizational symbols and signs are the physical and visible indicators of the organizations' achievable targets. They communicate basic information on the strategies of the organization in accomplishing the set goals and targets hence forming an integral part of the organizational life.

2.6.2 Influence of Organizational Structure on Service Delivery

Organizational structure is categorized into authority, delegation of duties and responsibilities and organizational hierarchy. Solomon and Zeleke (2013), in their study on factors that affect municipal service delivery in Gauteng and North West provinces of South Africa indicated that authority is based on the legal powers an institution attaches to a particular job level, functions or the positions in management that the holder can exercise their duties and responsibilities. In 2018, Mosud and Irene (2018) investigated the factors influencing integrated e-Government implementation in Nigeria and concluded that the level of commanding power which gives guidelines in every service delivery process, planning, resource allocation, monitoring and evaluation is based on ICT.

A study carried out by Onyoni and Kavale (2018) on strategic factors affecting service delivery in County governments of Kenya established that for County government to produce significant results in the delivery of services, every officer in management must be empowered and motivated to use guidelines in decision making which will improve the level of service quality. Properly delegated authority in public sector enable the implementing officers develop an efficient and effective service delivery framework.

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design and a target population was 303 employees divided into County Executive, Top Management, Middle Management and Operations Level. The study employed stratified random sampling hence sample size of 30% for every stratum which was considered sufficient since according to Kothari (2008), a representative sample is one which is at least 10% of the population.

The study was based on primary data which was both qualitative and quantitative. This data was collected by use of questionnaires. The data was analyzed using Statistical Package for Social Science (SPSS) version 22 and presented using tables. The study used a regression model to establish the relationship between dependent and the independent variables.

The study adopted a model: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

Where: Y= Service Delivery; α , β_1 , β_2 = Constants; x_1 = Organizational Culture, x_2 = Organizational Structure, ϵ = Standard Error.

4.0 RESULTS

4.1 Analysis of Response Rate

For the study, 91 questionnaires were administered across management levels within the County where 86 were filled and returned. This gave a 94.5% response rate as shown in the table 1 below.

Table 1: Response Rate Analysis

Response Rate	Frequency	Percentage
Responded	86	94.5 %
Declined	5	5.5 %
Total	91	100%

4.2 Demographic Information

The study respondents where 46.5% male and 53.5% female and there ages there distributed from 18 years to 60 years. Respondent's education level was Secondary 4.7%, College 34.9% and University 60.5%. The job designation of respondents was County Executive 2%, Chief Officer 3%, Director 3%, Deputy Director 1%, Assistant Director 5% and Operational Staff 72%. Respondents work experience was 1-5 years 37.2%, 6-10 Years 31.4%, 11-15 Years 11.6%, 16-20 Years 11.5%, 21-25 Years 4.7% and 26 Years and Above 4.7%.

4.3 Influence of Organizational Structure on Service Delivery

Table 2 presents how respondents agreed on the influence of organizational structure on service delivery within the County. The study established that 21 respondents representing 24.4% of the total sample strongly agreed, 38 respondents representing 44.2% of the total sample agreed, 14 respondents representing 16.3% of the total sample were uncertain, 7 respondents representing 8.1% of the total sample disagreed and 6 respondents representing 7.0% of the total sample strongly disagreed. The study established that organizational structure influenced service delivery in the County government. This therefore translates to the fact that distribution of responsibilities, decision making process and stakeholder involvement are critical factors in service delivery.

4.4 Influence of Organizational Culture on Service Delivery

Table 2 presents how respondents agreed that organizational culture influences service delivery within the County. The study established that 20 respondents representing 23.3% of the total sample strongly agreed, 39 respondents representing 45.3% of the total sample agreed, 11 respondents representing 12.8% of the total sample were uncertain, 9 respondents representing 10.5% of the total sample disagreed and 7 respondents representing 8.1% of the total sample strongly disagreed. The study established that organizational culture influenced service delivery in the County government. The County public service thus attaches significant importance to the promotion of beliefs and values in the delivery of public services.

Table 2: Organizational Structure and Culture on Service Delivery

Aspect	SD(1)	D(2)	U(3)	A(4)	SA(5)
Organizational Structure	7.0	8.1	16.3	44.2	24.4
Organizational Culture	8.1	10.5	12.8	45.3	23.3

4.5 Empirical Findings of the Study

4.5.1 Influence of Organizational Structure on Service Delivery

This section explains the empirical findings on the influence of organizational structure on service delivery within the County government.

Availability of Organizational Structure

Table 3 presents the availability of organizational structure in the County government. The study established that there exists an organizational structure in the County Government. 87.2 % of respondents were in agreement and 12.8% were not in agreement as indicated below:

Table 3: Availability of Organizational Structure

Availability of organizational structure	Frequency	Percent
Yes	75	87.2
No	11	12.8
Total	86	100.0

Types of Organizational Structure

Figure 1 presents the type of organizational structure as indicated by the sampled respondents from functional (43%), vertical (36%), horizontal (6%), divisional (14%) and all types of organizational structures (1%). This means that the structure mainly used was functional so as to enable smooth flow of services and vertical to allow for ease of interactions among managers of same cadre so as to facilitate faster movement of documents and services.

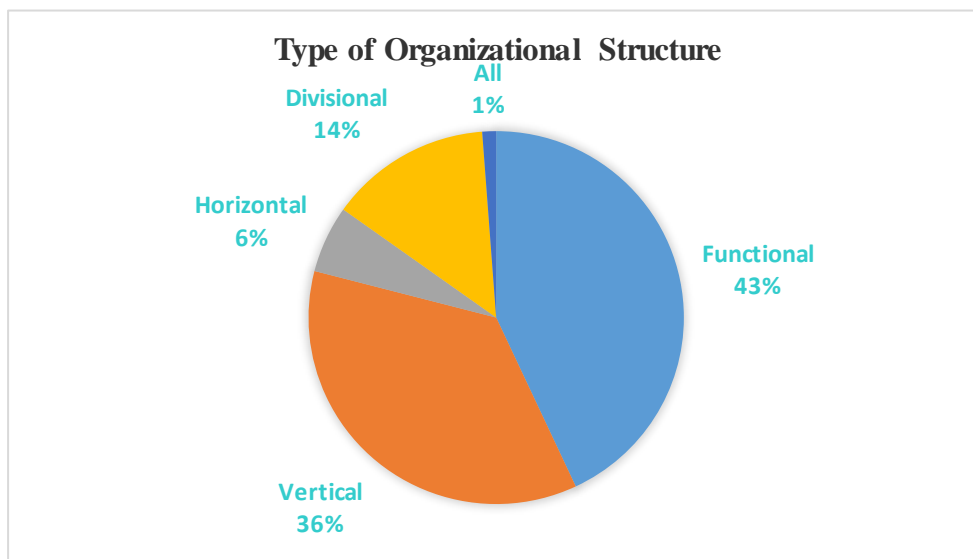


Figure 1: Types of Organizational Structure

Influence of Organizational Structure on Service Delivery

Table 4 presents the influence of the type of organizational structure on the service delivery in Kitui County. The study established that organizational structure influenced service delivery majorly through proper distribution of responsibilities as indicated by a greater percentage of respondents (44.2%).

Table 4: Influence of Organizational Structure on Service Delivery

Influence of organizational structure	Frequency	Percent
Proper distribution of responsibilities	38	44.2
Stakeholders Involvement	12	14.0
Strategic services delivery plans	8	9.3
Quick Decision Making	14	16.3
Staff commitment on service delivery	13	15.1
All Aspects	1	1.2
Total	86	100.0

Influence of Organizational Structure Aspects on Service Delivery

Table 5 presents the influence of organizational structure aspects on service delivery. Service delivery was majorly influenced by the staff understanding their duties with a mean of 3.87. The study established that all the stated aspects influence service delivery at significant levels as can be shown by the high mean and a relatively low variation of observations on each.

Table 5: Influence of Organizational Structure Aspects

Organizational Structures Aspect	N	Min	Max	Mean	Std. Deviation
There is equivalent management lines and departments heads.	86	1	5	3.73	1.142
The County structure indicates the staff supervisory points.	86	1	5	3.83	1.119
Each staff has information on where to report anytime.	86	1	5	3.79	1.199
Each staff understands daily Duties and responsibilities.	86	1	5	3.87	.955
Communication within the County ministries and stakeholders gives room for feedback.	86	1	5	3.36	1.255
Availability of work plan in every department of specific activities.	86	1	5	3.78	1.131
The drafted Work plans within the department gives duties of each staff.	86	1	5	3.80	1.104
There is clear information sharing on the Strategic decisions across the departments.	86	1	5	3.30	1.247

4.5.2 Organizational Culture on Service Delivery

This section explains the empirical findings on the influence of organizational culture on service delivery within the County government.

Availability of Organizational Culture

Table 6 presents the availability of organizational culture in the County government. 74.4% were in agreement that there was organizational culture while 22% were not in agreement.

Table 6: Availability of Organizational Culture

Organizational culture to steer up service delivery	Frequency	Cumulative Percent
Yes	64	74.4
No	22	100.0
Total	86	

Types of Organizational Culture

Figure 2 presents the type of organizational culture adopted in the County government from constitutional culture, adhocracy culture, hierarchy culture, clan culture and market culture. It was established that the County has mainly adopted constitutional culture.

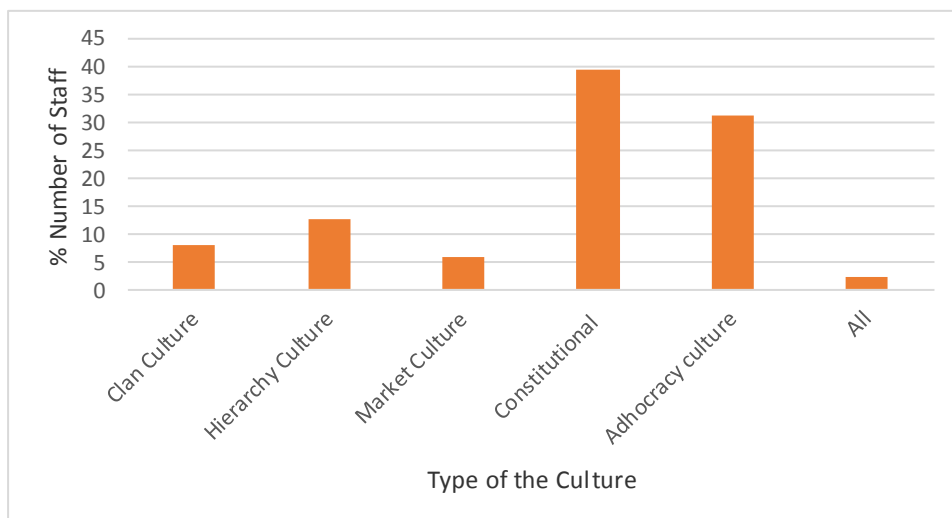


Figure 2: Types of Organizational Culture

Organizational Culture Influence on Service Delivery

Table 7 presents the nature of organizational culture influence on service delivery in the County Government of Kitui. The study established that the organizational culture practiced influenced service delivery through the ways below but higher in promotion of beliefs and values (34.9%) and strategic service delivery (29.1%).

Table 7: Organizational Culture Influence on Service Delivery

Aspect	Frequency	Percent
Expression of good behaviors	12	14.0
Promotion of beliefs and values	30	34.9
Strategic service delivery	25	29.1
Public experience	18	20.9
All	1	1.2
Total	86	100.0

Types of Norms

Table 8 presents the types of norms experienced in the County government from folkways norms, moral norms, taboos norms and law norms. The study established that the County government is normally guided by laws as represented by 67.4%.

Table 8: Types of Norms

Type on Norms in The County	Frequency	Percent
Folkways	6	7.0
Morals	19	22.1
Taboos	3	3.5
Laws	58	67.4
Total	86	100.0

Government Symbols

Table 9 presents the County government symbols used in identification of service delivery across the County from County flag, Court of arms to County colors. It was established that the three symbols are used at similar levels, though County flag was used more as indicated by respondents (39.5%).

Table 9: Government Symbols

Government Symbols	Frequency	Percent
Court of Arms	28	32.6
County Flag	34	39.5
County Colours	23	26.7
Any Other	1	1.2
Total	86	100.0

Influence of Government Symbols on Service Delivery

Table 10 shows how the County symbols influence service delivery in the County. The study established that county symbols influenced service delivery much more through easy identification of services as represented by 46.5%.

Table 10: Government Symbols and Service Delivery

Symbols and Service Delivery	Frequency	Percent
Easy identification of services	40	46.5
Motivation on service delivery	21	24.4
Ease of knowledge sharing	9	10.5
Easy identification of needs	13	15.1
Any Other	3	3.5
Total	86	100.0

Influence of Cultural Aspects on Service delivery

Table 11 presents cultural aspects as compared to the service delivery. The highest influence was that all staff have a right of payment at the end of every month with a min of 4.23 indicative that the County remunerates her employees involved in service delivery and the lowest influence was the County symbols motivating staff in service delivery by a mean of 3.23.

Table 11: Cultural Aspects and Service delivery

Cultural Aspect	N	Min	Max	Mean	Std. Deviation
Staff understand the meaning of the County symbols.	86	1	5	3.51	1.125
There are adequate freedoms and rights to all staff involved in service delivery.	86	1	5	3.26	1.108
All service delivery channels are based on the County beliefs and norms.	86	1	5	3.31	1.043
The County symbols motivate all the staff in service delivery.	86	1	5	3.23	1.185
All staff have right of payment at the end of every month.	86	1	5	4.23	.990
The County goals and objectives are well presented in the County symbols.	86	1	5	3.59	1.089

Influence of National Government Policies on Service Delivery

Table 12 presents the government policies which influence service delivery in Kitui County. The study established that service delivery was significantly influenced by the procurement process (40%) while election and appointment of managers has least influence on service delivery (7%).

Table 12: Government Policy and Service delivery

Government Policy and Service Delivery	Frequency	Percent
Long procurement process	40	46.5
Revenue allocation among Counties	38	44.2
Election and appointment of Managers	7	8.1
Any Other	1	1.2
Total	86	100.0

4.6 Inferential Statistics

Regression Model

Table 13 presents the study model summary. The R squared value means that the study variables of internal factors have a 22.1% variation on the level of service delivery which is the dependent variable.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471 ^a	.221	.144	.748

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Organization Culture , Organization Structure

Table 14 presents the ANOVA analysis. The study established that the F-value of 4.345 is more than the confidence level 0.05 hence rejected the null hypothesis and concluded that there is significant relationship between service delivery and organization culture,

organization structure in Kitui County Government. In addition the P-value from the study is 0.003 which is less than the confidence level of 0.05 thus rejecting the null hypothesis.

Table 14: ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.707	4	3.427	4.345	.003 ^b
	Residual	63.886	81	.789		
	Total	77.593	85			

a. Dependent Variable: Service delivery

b. Predictors (Constant): Organization Culture, Organization Structure

Table 15 presents the study coefficients in the regression model. From the study, the variables constants are 0.786 and 0.589 which results to regression model $Y=2.568+0.786x_1+0.589x_2$. The regression model implies that a unit increase in independent variables (x_1) and (x_2), results to increase in service delivery by 0.786 and 0.589 respectively.

Table 15: Study Coefficients

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.568	.437		4.872	.000
Organization Structure(x_3)	.786	.125	.128	.860	.392
Organization Culture(x_4)	.589	.121	.116	.774	.441

a. Dependent Variable: Service delivery

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Demographics of the Respondents

From the study, the response rate was ninety four point five percent which was considered as reliable response rate. According to Mugenda and Mugenda (2003), reliable study response rates are categorized in zero to forty percent, forty one to fifty percent, fifty one to sixty percent, sixty one to seventy percent, seventy one to eighty percent and above eighty one percent considered to be unreliable, poor, acceptable, good, very good and excellent respectively hence the study was considered excellent since its reliability is above eighty percent.

The respondents' gender was forty six point five percent for male and fifty three point five percent for female, giving full adherence to the gender rule where in any establishment, one gender must not exceed two-thirds according to the constitution of Kenya 2010. On the age of the respondents, twenty six point seven percent were below thirty years, fifty percent between thirty one to forty years which showed that the County has engaged officers of the active age in the delivery of County public services. From the study, sixty point five percent of the respondents had attained university degree with thirty four point nine of the respondents having college qualification and four point seven percent having attained secondary education.

These findings confirm study results of Nyambura (2012) that qualified personnel must be employed for effective service delivery. The County government has employed qualified staff to drive the service delivery with strategic positions being occupied by degree holders. Kitui County service delivery involves all levels of management hence the study interviewed County Executive Committee Members, Chief Officers, Directors, a Deputy Director, Assistant Directors and operational staff. From the study, the respondents' indicated that they had sufficient working experience to enable them render efficient and reliable County public services. After devolution in 2013, staff were recruited and others representing eleven point six percent of the total sample devolved from the National government to assist in service delivery.

5.2 Organizational Structure on Service Delivery

The study sought to establish the influence of the organizational structure on service delivery within the County government. The study established that there is clear organizational structure for effective management of the County services as supported by Awino (2015) who stated that any organization must have a known structure. Most of the respondents agreed that organizational structure influence service delivery at various levels depending on the type of structure adopted. The County government has adopted functional organizational structure with few respondents supporting other organizational structures like vertical, horizontal and divisional.

The study indicated that the structure adopted by Kitui County has enabled the administration to have fair allocation of responsibilities among the staff as supported by Novo and Garrido (2010). Due to the structure, there is involvement of stakeholders in existing social groups thus effective decision making as a result of timely and proper planning. The study established that the County government has the right number of authority layers and hierarchies as guided by the County Governments Act 2012 which gives clear duties and responsibilities to each office at any level of management. The Act, as read together with related regulations, is implemented by the County human resource management arm which regulates human resource management matters including reporting lines and deployments.

From the study, communication within the County ministries and stakeholders gives room for feedback. This study findings are inconsistent with results of study done by Kanyeke (2011) who stated that most of the public entities don't conduct public participation forums. The stakeholders and officers from various County ministries frequently hold development and strategic meetings to discuss planning procedures for projects and there after evaluation of the implemented projects. For effective service delivery, every department is required to prepare a work plan before the commencement of the financial year which shows the specific activities to be undertaken, budget allocation and the expected impact to the community. The results are supported by Onyoni and Kavale (2018) findings which established that the Annual Strategic Plans (ADPs) provide clear communication between the implementing ministries, support ministries and the National government which funds more than 80% of the annual budget.

5.3 Organizational Culture on Service Delivery

The study sought to establish the effect of organizational culture on service delivery within the County government. The study indicated that there is clear organizational culture to support the service delivery with most of the respondents indicating that the culture largely influences the quality and level of services provided by the County government. According to Odoyo *at el* (2013), devolved system of government is largely influenced by the culture of

the local authorities and the National government. From the study, the County government has adopted constitutional culture with few respondents supporting other forms of cultures like adhocracy, hierarchy, clan and market.

The constitutional culture is guided by the constitution of Kenya 2010 which formed the County governments. The norms experienced in the County government include folkways norms, morals norms, taboos norms and law norms. In service delivery, the County government has established symbols and signs for easy identification of the projects implemented within the County as supported by the Constitution of Kenya 2010. From the study, the County relies much on the County flag which is well known across the Wards. The County flag is used together with County Court of Arms and colours. On cultural aspects in relation to service delivery, the study established that all employees have the right of payment at the end of every month and receive the payments on time. The County goals and objectives are represented by the County symbols which staff and the public understand.

The County employees involved in service delivery have adequate freedoms and rights which ensure smooth operations of project implementation meaning all service delivery channels are based on the County beliefs and norms. The employees' freedom and timely salary payments significantly contribute to staff motivation in all sections of the County public service.

The study established that the County service delivery is influenced by other external factors from both the National government and stakeholders, especially the procurement process based on the provisions of Public procurement and Disposal Act 2015. The County government largely relies on the equitable share allocation from the National treasury which determines the level of service delivery in a particular financial year. Finally, majority of the County managers are appointed politically resulting to lack professionalism in service delivery.

Conclusion

County governments have achieved a number of milestones as a result of devolved planning for some government functions. However, there has been challenges such as negative organizational culture and structure which have influenced the quality of services delivered. Due to public involvement in planning and evaluation of services, counties are obligated to enhance service delivery to the citizenry failure to which they face public wrath.

Organizational structure entails how duties and responsibilities are shared among county management and is guided and anchored on the County Governments Act 2012. The study concludes that there are clear reporting lines and all employees fairly understand their duties and responsibilities. The structure also involves other stakeholders from National Government, social groups, NGOs to Faith Based Organizations (FBOs) in planning and evaluation process using effective communication channels.

The study further concludes that culture significantly affects the service delivery in terms of morals and norms applied by the County public service. The County management has developed County colors with symbols signifying County objectives and goals. Finally, in terms of staff motivation, the study concludes that staff have the right of payment at the end of every month and receive the payments, exercise their rights and freedoms thus enhancing smooth delivery of public services.

Recommendation

The researcher recommends that the County Government should embrace good governance and promote the available cultural practices to enhance service delivery. The study recommends that the structure be made shorter to empower junior officers with more authority and responsibilities in order to promote their sense of ownership and confidence. The researcher recommends that the National government, the Council of governors and County Assemblies make enhanced policies in relation to the management of County affairs for effective service delivery. The researcher recommends for more studies on devolved system of government in Kenya with this study being used as a reference.

Suggestions for Further Research

The study recommends that further research be carried out on the external factors affecting service delivery in the County Government of Kitui or any other government for purposes of improving public service. A further study on all the other forty six counties factoring both internal and external factors which influence public service delivery is also recommended.

REFERENCES

- Baqir, N. & Iyer, L. (2010). E-Government Maturity over 10 Years: A Comparative Analysis of E-Government Maturity in Select Countries around the World in *Comparative E-Government*, C. G. Reddick (ed.), New York: Springer, pp. 3-22.
- Costanza, F., & David, P. (2015). The Effect of Adaptive Organizational Culture on Long-Term Survival. *J Bus Psychol Journal of Business and Psychology*,
- Egessa, M. & Manyasi J. (2016). *Influence of ICT Related Training on Customer Service Delivery In County Governments In Kenya: A Case Of Machakos County*. International Journal of Scientific & Technology Research Volume 5, Issue 02, February 2016
- Ewuim, N.C., Igbokwe, I., Chinyeaka, J. & Nkomah, B.B. (2016). *Information and communication technology and public service delivery in local government council of Lagos State-Nigeria*. Singaporean Journal of Business Economics, And Management Studies, Vol.5, No. 1, 2016
- Gichoya, D. (2005). *Factors Affecting the Successful Implementation of ICT Projects in Government*. The Electronic Journal of e-Government Volume 3 Issue 4, pp 175-184,
- Kanyeke, N.M.(2011). Challenges facing the implementation of water sector reforms in Kenya: A case of Tana water services board. *Business Administration*, 1,: 1-84.
- Krishnan, S. (2014). *Electronic Government Maturity: Antecedents and Consequences from a Global Perspective*. Doctor of Philosophy in Information Systems National University of Singapore.
- Maina, W. (2013). Factors Affecting Revenue Collection in Local Authorities in Kenya: A Case of Municipal Council of Nyeri. *Unpublished MBA Projects*, Kenyatta University.
- Mosud, Y. O & Irene G. (2018) An empirical investigation of factors influencing integrated E-Government implementation in Nigeria: A case of housing and urban development agency, *Electronic Journal of Information Systems in Developing Countries*, Vol, 84:e12012. <https://doi.org/10.1002/isd2.12012>

- Mugenda & Mugenda A.G. (2008) *Social Science Research: Theory and Principles*. Acts Press, Nairobi
- Mbiya, D. N., Egessa, R. & Musiega, D. (2014). The effects of training practices on employee's productivity in the public service: A case of the Ministry of Interior and Co-ordination of National Government, Kakamega Central Sub County. *International Journal of Social Sciences and Entrepreneurship*,
- Novo, P., & A. Garrido.(2010). *The New Nicaraguan Water Law in Context: Institutions and Challenges for Water Management and Governance*. International Food Policy Research Institute.
- Nyambura, R. W.(2012). *The influence of institutional factors on performance of informal settlement department at Nairobi City Water and Sewerage Company, Kenya*. Nairobi: University of Kenya.
- Odoyo, O., Oginda, M., Obura, M., Aila, F., Ojera, O. & Siring, M. (2013). Effect of Information Systems on Revenue Collection by Local Authorities in Homa Bay County, Kenya, *Universal Journal of Accounting and Finance*, 1(1), 29-33.
- Ojokuku, R. (2013). Effect of performance appraisal on motivation and performance of academics in Nigerian public universities. *Australian journal of business and management research vol, 3(03)*, 20-28.
- Onyoni, L. N. & Kavale, S. (2018). Strategic factors affecting service delivery in county governments of Kenya: A case of Nairobi county government. *Strategic journals of business management. Vol. 5, Iss. 1, pp 398- 427, www.strategicjournals.com, ©strategic Journals*
- Siddle, A. & Koelble, T. (2012). *The Failure of Decentralisation in South African Local Government: Complexity and Unanticipated Consequences*, UCT Press, Cape Town.
- Solomon, K. & Zeleke, W. (2013). Factors that Affect Municipal Service Delivery in Gauteng and North West Provinces of South Africa, *African Journal of Science, Technology, Innovation and Development*, 5:1, 61-70, DOI: 10.1080/20421338.2013.782143
- The Tipster. (2013). "4 Types of Organizational Culture." ArtsFWD. 14 May 2013. Retrieved from <http://artsfwd.org/4-types-org-culture/>
- Wangari, J. (2011). Implications of E-Government on Public Policy and Challenges of Adopting Technology: The case of Kenya, *Journal of global affairs and public policy*, volume 1, number 1, pp. 216-219