FACTORS AFFECTING SERVICE DELIVERY IN PARASTATALS: A CASE STUDY OF RURAL ELECTRIFICATION AUTHORITY, KENYA

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DECLARATION

Student's Declaration

I declare that this research project is my original work and has not been submitted on academic grounds to any other university.

Signature………………………   Date…………………………

Riziki Barongo

GMB/NBE/0240/01/14

RECOMMEDATIONS

This research project has gone through my supervision and it therefore stands approved and presented for examination to the University.

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DEDICATION

This research project is dedicated to my parents and my brothers who have been my constant source of inspiration and always gave me the drive to tackle tasks with enthusiasm and determination. Their love and support made this project possible.

ABSTRACT

There is need for critical service delivery in REA a state corporation which is mandated to accelerate the pace of rural electrification in order to promote sustainable socio-economic development. Like any other organizations ,it faces complains about service delivery, it is normal for a human being not to get satisfaction no matter how good a service but organizations will always try and go overboard to please their customers. It is also important to observe that there are notable successes, failures and missed opportunities in the history of State Corporations in Kenya. Financial sector regulators represent notable successes in the service delivery sector, clearly facilitating the positioning of Kenya as a financial, transport and communications hub in the continent and the world at large. In all these cases government entities which were not working optimally were either transformed through engagement with strategic and/or anchor investors, or introduction of missing links in the product value chains, which then added value before these could be partially privatized. The purpose of this study was to investigate the factors affecting service delivery in parastatals in Kenya a Case of Rural Electrification Authority. The objectives were; to find out how organization structure affects service delivery, to find out how communication affects service delivery, to identify how knowledge and skills affect service delivery, to identify service delivery principles and policies in parastatals. To achieve this objective the Researcher employed descriptive research design and made use of questionnaires to collect data from the respondents. The target population of the study was 13 customer service staff working at rural electrification authority and 97 major suppliers. The collected data was coded and entered into SPSS for analysis. Using SPSS (statistical package for social sciences.) Data was grouped into frequency distribution tables to indicate variable values and number of occurrences in terms of frequency. Parastatals will benefit from the findings of this study as they will use the results of the study to improve service delivery. It will be of help to the government in formulating policies that will guide the operations of the state owned corporations to ensure good service delivery, the customers who are the citizens will be able to know the service delivery principles and what to expect when being served. Researchers and scholars will benefit from the study, as they will use the findings of the study as a source of information.

Key words; Organization structure, Communication, knowledge and skills, service delivery principles.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

OPERATIONAL DEFINITION OF TERMS

Communication-Communication is the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, or feeling to a receiver (Wiener 2000).In this study it will be able to elaborate on how communication can best be used to enhance service delivery.

Knowledge and skills-Skills refers to the ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas, technical skills, and interpersonal skills (Komaran, 2002).In this study it will refer to the education levels of individuals and also their expertise

Organization structure-According to Blau and Schoenherr (1971), Organization structure is the hierarchical arrangement of lines of authority, communications channels, and duties in an organization. In this study it will determine how the roles, power and responsibilities are assigned, controlled, and coordinated, and information flow between the different levels of management.

Parastatal - A company or agency formed and owned or controlled by the government. in this study parastatls will be used to make reference to government owned entities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A service is something that the public needs, such as transport, communications facilities, hospitals, electricity, water, which is provided in a planned and organized way by the government or an official body. In general service delivery can be defined as an activity that meets the needs of a user or can be applied by a user. An effective service is available and timely, dependable and reliable, sustainable, flexible, expandable, authentic (Johnston, 2005).

Service delivery involves a comparison of expectations with performance. Service is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services or economic activities, acts or performance to customers as well as other organizational activities that are part of the value creation process such as leadership and management styles, structure of operations, customer relationship initiatives, etc and not services as market offerings only (Edvardsson, 2005).

According to Cherrington (2002), the effectiveness of an organization in the economy is measured by its service delivery to the community. Service delivery is an issue which is fundamental to performance of an entity since it involves mainly coming into contact with clients physically or face to face. This does not leave out the government or state owned corporations which are also referred to parastatals since the only way that their viability can be determined in the economy is through service delivery.

The primary functions of REA areto accelerate the pace of rural electrification in the country, a function which was previously undertaken by the Ministry of Energy. This calls for a dynamic environment in terms of placement of staff competencies, automation and outsourcing of its functions to achieve the organizational objective.REA at all times, need to monitor and improve the levels of service delivery. The better the level of service delivery, the higher the retention of customers as service delivery levels of an utility firm such as REA are dictated by cost effective tariffs and quality supply of the service. The public and consumers' of electric energy have made adverse observations in the recent

past on various forums including, media on the deteriorating standards of the services offered by REA. The complaints range from contracting bureaucracies, quality of supply, effects of outsourced services and mechanism put in place to resolve customer complaints. This has been a major concern to all the stakeholders. Any negative remarks from customers', related to quality of services is a direct pointer that; the levels of service delivery of the organization is wanting and, it requires immediate addressing. There has been a general disaffection from the public through media and, other forums on the quality of service offered by REA (Daily Nation of 4th January 2010 p133). This is not an isolated complaint but hardly a week elapses before several similar complaints feature in the media.

1.1.0 Parastatals in Kenya

Parastatals are government owned companies or organizations formed by an act of parliament with the purpose of helping the government to run essentials functions that contributes to building the nation. They play a major role in the economy through the provision of public services such as transport and energy; they have over the years been established to foster wider development goals. They are spread in various sectors such as agriculture, education, processing, export, insurance, industrialization, transport and communication, research and the energy sector among others. The Parastatals are usually managed by board of directors who are appointed by the president of the republic of Kenya. The board should be composed of between seven and nine members and at least one member should be an expert in financial management, at least a third of the board members should be independent that is they neither work for the national or county governments and are not suppliers of the state corporation to which they have been appointed and they should serve for terms not longer than six years should they be re-appointed and three if not (Ekai, 2014)

Parastatals are usually managed and funded through the respective ministries of the government. Some of these governmental Parastatals are also source of revenue to the government of Kenya such as Kenya meat commission, Kenya co-operative creameries and Kenya Pipeline Company, Kenyapower, Kenya revenue authority. They also provide employment opportunities to the people hence reducing unemployment in Kenya.

Parastatals also state corporations have a chief executive officer who is competitively recruited and appointed by the board on such terms and conditions as the Board shall, in consultation with the Salaries and Remuneration Commission, determine. The chief executive officer shall hold office for a term of four years and shall be eligible for reappointment for one further term (G.O.K, 2014).

According to the presidential taskforce on Parastatal reform, Government Owned Entities have five roles in national development effort. First, government owned entities are important in promoting or accelerating economic growth and development. Second, these entities are critical to building the capability and technical capacity of the state in facilitating and/or promoting national development. Third, they are important instruments in improving the delivery of public services, including meeting the basic needs of citizens. Fourth, they have been variously applied to the creation of good and widespread employment opportunities in various jurisdictions. Fifth, GOEs are useful for targeted and judicious building of international partnerships. In enabling states achieve the above goals, GOEs play a major role in enabling social and economic transformation of the economies in which they operate.

In Kenya, GOEs have been established and played these roles in diverse ways. The experience has been in some cases successful and in others not so. In the recent past Kenya has set itself an ambitious, but achievable development agenda, reflected in Vision 2030.This is further articulated in its Second Medium Term Plan, 2013 – 2017, which is the key implementation instrument. Faced with a challenging and fluid regional as well as global context, it is clear that it cannot be business as usual, if we are going to quickly and effectively address our development challenges. It will require significant transformation in the way we identify and apply, *inter alia*, our people, natural, financial and organizational resources. One of the key policy instruments that governments world over have applied in supporting national development have been GOEs, in Kenya referred to variously as parastatals, state corporations or semi-autonomous government agencies in some cases. These too, will need to be transformed for them to fully play their significant role in the national development process.

1.1.1ServiceDelivery in Rural Electrification Authority

The Rural Electrification Authority (REA) was established under Section 66 of the Energy Act, 2006 No 12 of 2006 as a body corporate. The Authority was created in order to accelerate the pace of rural electrification in the country, a function which was previously undertaken by the Ministry of energy. The mandate of REA is to accelerate the pace of rural electrification in order to promote sustainable socio-economic development (Strategic plan, 2007). Like any other organization, it faces complains about service delivery, it is normal for a human being not to get satisfaction no matter how good a service but organizations will always try and go overboard to please their customers. Below table shows the varying percentages of complains in the parastatal for the past five years.

The performance of REA has been a matter of on-going concern in an environment of scarce resources and mounting needs. There are a number of policy issues and challenges that affect its performance, including: Lack of clarity on the role that State Corporations should play in the economy. This is compounded by the apparent differences in opinion in respect of the exact role of the state in the national development effort, Poor linkage of State Corporations activity with the national development goals, Conflicting definition of what a state corporation is in the Kenyan context compounded by multiple legal and regulatory regimes creating significant ownership and oversight challenges; Inadequate policy and policy coordination leading to poor definition of mandates, conflicts in mandates, as well as fragmentation of mandates that facilitate the proliferation of poorly resourced State Corporations. It also affects the facilitative role of the state in ensuring effective private sector development that supports the national development effort, Poor governance leading to resource loss and burdening the public purse, including a multitude of legal and institutional frameworks that generate multiple reporting and accountability lines, compounding the challenge of effectiveness of Boards and Chief Executive Officers, A number of Boards have been weak and/or ineffective, leading to failure to provide strategic direction, facilitating their emasculation, Weak human resource and institutional capacity to attract and retain the skill sets needed to drive performance, Lack of a clear government policy in respect of government linked companies, Lack of clarity as well as abuse in the process of establishment and dissolution of government owned

4

entities leading to lack of an accurate database on the number of SCs; and An inadequate performance management framework that effectively links performance of SCs to national development goals and fails to adequately link individual performance to institutional performance. Government owned entities (GOEs) will continue to play an important role in the development process of the country. Kenya's Vision 2030 requires a transformational mindset in the way business is conducted.(PTPRs, 2015)

Table 1.1: Percentages of Complains in the Parastatal for the Past Five Years.

Year	Customers complains
2009	38%
2010	45%
2012	50%
2013	30%
2014	32%

Source, Rural Electrification Authority (2014)

1.2. Statement of the Problem

The service industry plays an increasingly important role in the economy of many countries. In today's global competitive environment delivering quality service is considered as an essential strategy for success and survival Parasuraman, (2000). Today, parastatals are faced with intense pressure to deliver quality services and improve efficiencies (Robinson, 2003). Customer needs and expectations are changing when it comes to governmental services and their quality requirements. Just like many other (GOEs) there is a growing concern about the levels of poor service delivery rendered to the population, even though the PTPRs advocates for improved quality of service to be provided at all parastatals in Kenya(PTPRS, 2013).It is also important to observe that there are notable successes, failures and missed opportunities in the history of State Corporations in Kenya. The financial sector regulators represent notable successes in the service delivery sector, clearly facilitating the positioning of Kenya as a financial, transport and communications hub in the continent and the world at large. In all these cases government entities which were not working optimally were either transformed

through engagement with strategic and/or anchor investors, or introduction of missing links in the product value chains, which then added value before these could be partially privatized.

The fact that people still suffer from many hurdles when they have to get any government services (Tamrakar, 2020) is an indication of poor service delivery that needs to be addressed. Similarly, the argument by Gwayi (2010) that municipalities in South Africa face serious challenges in implementing service delivery options that will enhance existing structures in the sphere of local government points towards the need for strategies to improve service delivery. Thus, the problem of service delivery is not unique to Kenyan parastatals alone; it is a problem that is faced by many towns in the world, especially in Africa and other developing countries. However, service quality practices in government organizations is slow and is further made worse by difficulties in measuring outcomes, greater scrutiny from the public and press, lack of freedom to act in an arbitrary fashion and a requirement for decisions to be based in law, all the above cases facilitated the need to find out the effects of quality service delivery in an organization a case study of REA.

1.3 Objective of the Study

1.3.0 General Objective
The general objective of this study was to identify factors affecting service delivery in parastatals in Kenya

1.3.1 Specific Objectives
   i.   To find out how organization structure affects service delivery in parastatals in Kenya
   ii. To find out how communication affects service delivery in parastatals in Kenya
   iii. To identify how knowledge and skills affect service delivery in parastatals in Kenya
   iv. To identify service delivery principles and policies in parastatals in Kenya

1.4 Hypothesis

H_0: There is no significant effect of organization structure on service delivery in parastatals in Kenya

H_0: There is no significant effect of communication on service delivery in parastatals in Kenya

H_0: There is no significant effect of knowledge and skills on service delivery in parastatals in Kenya

H_0: There is no significant effect of principles and policies on service delivery in parastatals in Kenya

1.5 Significance of the Study

The study can help the public to get proper service delivery as there would be enhanced output arising from a motivated trained and well remunerated human resource. The study can also reduce the mistrust between the public and the public service by demystifying the operations of the Parastatals.

The findings of this study will benefit various parastatals in that they can be able to know their service delivery policies and be able to work in line with them to ensure quality and effectiveness. Through this study the government can get to know the various challenges that parastatals face in delivering services adequately and therefore identify or come up with measures to do away with the challenges. The researchers and academicians can use this study as a basis for future research regarding service delivery.

1.6 Assumptions

Assumptions refer to issues that are taken for granted in a study: statements by the researcher that certain elements of the research are understood to be true. While assumed, they should still be explicitly stated in the body of the dissertation (Denscombe, 2012). In this study the Researcher assumed that, the data collection instruments that were used to carry out this study were valid and reliable for the activity and also the participants who were also the respondents were truthful in expressing their opinions.

1.7 Scope of the Study

This study was mainly focused on rural electrification authority main office located in Nairobi. Rural electrification Authority is among one of the parastatals that interacts with most citizens especially in its function of service delivery that is distribution of electricity to households especially in the rural areas and hence provided the best ground for this study. This study was conducted between the month of August and September 2018.the target population was the customer service staff and major suppliers to the organization.

1.8 Limitations/Delimitations of the Study

The respondents were reluctant to give the correct information however the researcher convinced them that the information they gave will be confidential and only used for the academic research. Many respondents did not return the filled questionnaires but the researcher made all the efforts to ensure that all the filled questionnaires were returned. Time Constraint. Researcher anticipated a limitation of time to carry out thorough study. Researcher anticipated a limitation to getting adequate and reliable information due to issues of confidentiality in the parastatals hence individuals working in parastatals were not likely to open up. Researcher anticipated incurring a lot of expenses in carrying out the research hence costly

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on study done on the same field of study. The theoretical framework is a foundation for the parameters, or boundaries, of a study. Theories of the firm are conceptualizations and models of business enterprises which explain and predict their structure and behaviors. Although economists use the term 'theory of the firm' in its singular form, there is no single, multipurpose theory of the firm. Every theory of the firm is an abstraction of the real-world business enterprise which is designed to address a particular set of its characteristics and behaviors (Machlup, 2005). This study is grounded on public value theory, new public management theory, theory R and institutional theory.

2.2 Theoretical review

2.2.0 Public value theory

Public value argues that public services are distinctive because they are characterized by claims of rights by citizens to services that have been authorized and funded through some democratic process. Simply expressed, public value is the analogue of the desire to maximize shareholder value in the private sector. It is designed to get public managers thinking about what is most valuable in the service that they run and to consider how effective management can make the service the best that it can be. This approach presents a way of improving the quality of decision making, by calling for public managers to engage with services users and the wider public, it seeks to promote greater trust in public institutions and meet head on the challenge of rising expectations of service delivery. Establishing the purpose of a public service demands that organisations provide a coherent answer to the second question: to whom are we accountable? Accountability is about more than the simple fact of periodic elections from which politicians derive an electoral mandate.

Public value tells us that public managers as well as politicians have to explain and justify what they do to the public. Successful public service delivery depends on a continuous dialogue with citizens, who should be thought of as stakeholders on a par with government, experts, industry representatives, the media, the judiciary and service users. In the language of public value, organizations must therefore seek democratic legitimacy for their actions by engaging with their 'authorizing environment'. But engaging with citizens is not an exercise in giving the public what they want or slavishly following the dictates of public opinion polls. It calls for a continuing dialogue or conversation between public managers and citizens. In other words, if resources are constrained then that should be explained. If tough choices about priorities are required then that should be described. The intention is that public managers share some of their dilemmas with the public, seek citizens' views and adapt their decisions accordingly. This is what responsiveness to refined preferencesis all about.

2.2.1 Theory R

Good public service depends on three Rs, according to my theory of Good Public Administration. These are: doing the Right things, in the Right way and with the Right attitude or political intent.

2.2.2 Public administration theory

PA is a "field of inquiry with a diverse scope" of which the "fundamental goal...is to advance management and policies so that government can function" (Rabin, Hildreth& Miller, 1989). Some other various definitions "management of public programs" (Robert & Janet Denhardt, 2009), the "translation of politics into the reality that citizens see every day" (Kettl and Fessler, 2009) and "the study of government decision making, the analysis of the policies themselves, the various inputs that have produced them and the inputs necessary to produce alternative policies" (McKinney and Howard, 1998). Public administration is "centrally concerned with the organization of government policies and programs as well as the behavior of officials (usually non-elected) formally responsible for their conduct" (UN Economic and Social Council. 2006)Many unelected public servants can be considered to be public administrators, including police officers,

municipal budget analysts, HR benefits administrators, city managers, Census analysts and cabinet secretaries. Public administrators are public servants working in public departments and agencies, at all levels of government (Ibid) In the US, civil servants and academics such as Woodrow Wilson promoted American civil service reform in the 1880s, moving public administration into academia (Wilson, 1887). However, "until the mid-20th century and the dissemination of the Ger-man sociologist Max Weber's theory of bureaucracy" there was not much interest in a theory of public administration. The field is multidisciplinary in character; one of the various proposals for public administration's sub-fields sets out five pillars, including human resources, organizational theory, policy analysis and statistics, budgeting and ethics (Shafritz& Hyde, 2007).

2.2.3The New Public Management Theory

The theoretical underpinnings of ICT application in public services come from the new public management (NPM) which originated in the late 1970s in the United Kingdom, Australia and New Zealand. Since then, it has come to dominate thinking about the public sector reform and is hailed as a new paradigm. Different factors led to the emergence of NPM, some of which are: fiscal crises of governments, poor performance of the public sector in different arenas, imperious bureaucracy, lack of accountability, corruption, changes of people's expectations and the emergence of better alternative forms of service delivery (Common 1998 and Minogue 1998 cited in Sarker 2006). NPM heralds the transformation of the citizen into a customer of public services, who pays for public services, and hence has choice and the exit option, and the opportunity to give feedback on public service delivery (Prakash and Singh). As per NPM philosophy modern government should be customer oriented, competitive and result oriented, and thus ICT has a room to play for enhancing the effectiveness of government services. In short, as a strong theoretical foundation, the concept of new public management is used to strengthen the need and importance of ICT in the public sector.

2.2.4 Institutional Theory

The problem of whether performance measurement could improve public service delivery can be examined by applying the institutional theory. One major topic of the institutional

theory (for a short summary see Kondra and Higgins, 1998, p. 744) has been the role of institutional norms. After a research project on schools, Meyer and Scott (1983), back in the 1970s, formulated the hypothesis that a continuum of organisations exists running from those dominated by technical criteria (e.g. manufacturing companies) to those dominated by "institutional" criteria (e.g. schools, private nonprofits, public administrations).Conformity to societal and cultural expectations or, more generally speaking, to external institutional norms, are the most relevant factors for this type of organisations. With this type of organisations conformity to the institutional norms of the external environment enhances their survival capabilities, opens access to resources and increases their stability. Following Greenwood and Higgins (1988), institutional norms deal with appropriate domains of operation, principles of organizing, and criteria of evaluation. Values and beliefs external to the organisation play a significant role in determining organizational norms."Institutional" organisations may conform to these rules and requirements in order to increase their legitimacy (DiMaggio and Powell, 1991; Meyer and Rowan, 1977).Roy and Sèguin (2000) are convinced that in the reasoning of the institutional theory, performance measurement is not adopted as technical efficiency oriented approach for increasing the productivity of public services but mainly for its symbolic values in order to meet important external stakeholder expectations. Some proponents of institutionalism would also support the notion that performance measurement with its seeming rationality can also be seen as a step towards mythologizing public service providers as (economically) rational organisations. If there are obvious gaps between the reported performance and the real performance it is likely that any stakeholder group whose interests are served by pointing at this discrepancy will draw the attention to this gap.

2.3. Factors Affecting Service Delivery in Parastatals

For a parastatal to ensure that quality service is delivered to the satisfaction of the public some factors have to be considered or put in place which may include Organization structure, communication, knowledge and skills, service delivery principles as stated and explained in the below context.

2.3.0. Organization Structure

According to Blau and Schoenherr (1971), Organization structure is the hierarchical arrangement of lines of authority, communications channels, and duties in an organization. It determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and information flow between the different levels of management. Gudergan (2008), states that in a centralized structure, the top level management has most of the decision making power and control over other departments . In a decentralized structure, the decision making is distributed and the departments may have different degrees of independence.

Organizational structures help companies to streamline its operations. Organisation directors and managers usually are responsible for organizing duties and responsibilities into departments that can complete various business processes. This ensures and encourages effectiveness and efficiency (Mintzberg, 1983).

Companies can use organizational structure to improve decision making process. Decisions in organizations often relate to the amount of information directors or managers have gathered in a timely period. Organizational structures can be designed to promote the flow of information from frontline operations to managers responsible for making business decisions. Executive level management can use organizational structure channels for sending information to managers or employees responsible for completing business functions (Bowen, 1999).

Wisniewski (2001), assessed that Companies using a well-defined organizational structure should be able to spend more time focusing on customer service rather than correcting operational issues. Improved customer service can help organisations answer customer questions regarding goods or services which may eventually result to increased sales revenues and profits from business operations by meeting consumer needs and wants.

2.3.1 Communication

Communication is the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, information, or feeling to a receiver .Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit. Many of the problems that occur in an organization are; the direct result of people failing to communicate and processes that lead to confusion and can cause good plans to fail (Wiener 2000).

According to Barnlund (2008) effective communication is significant for organizations especially to the management it enables them to perform the basic functions which includes Planning, Organizing, Leading and Controlling. It serves as a foundation for planning. All the essential information must be passed to the managers who in turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

There are two main models of service quality, which include: Service Quality Model of Glied, (2000) which indicates that the expectations of the customer depend on the five determinants market communication, image, word of mouth, customer needs and customer learning. Experiences depend on the technical quality (what/ outcome) and the functional quality (how/process), which is filtered through the image (who). Both expectations and experiences can create a perception gap. While the Gap Model propounded by Parasuraman, Zeithaml and Berry (1990) was a slight modification of Gonzalez Padin and Romon. (2005) model and says that the expected service is influenced by the word-of-mouth, the personal needs, past experience and also by the external communication to customers. A perception gap can appear between the expected service and the perceived service (Coulthard, 2004). Petrick, (2009)identified ten determinants of service quality that may relate to any service: Competence, Courtesy, Credibility; Security; Access; Communication, Understanding knowing the customer; Tangibles; Reliability; Responsiveness. Later they were reduced to five to include

Tangibles; Reliability; Responsiveness; Assurance: competence, courtesy, trustworthiness, security and Empathy.

Effective communication is a building block of successful organizations hence acts as organizational blood .It promotes work drive (motivation) by informing and clarifying the employees about the task to be done, the way they are performing the task, and how to improve their performance if it is not up to required standards. Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions. It can also play a crucial role in altering individual's attitudes that is a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in molding employee's attitudes (Candlin,2011).

Communication also helps in socializing and controlling processes. In today's life the only presence of another individual fosters communication. It is also said that one cannot survive without communication. It helps controlling organizational member's behavior in various ways. There are various levels of hierarchy and certain guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management (Branson, 2012).

2.3.2 Knowledge and skills
Skills refers to the ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas, technical skills, and interpersonal skills. It is believed that, a developed economy needs a highly educated and skilled workforce and that in combination with a range of other factors, can help secure competitive advantage. Basically knowledge and skills enables an organization in satisfying their customers' needs. An organization should make an effort to know their customers' needs and what they think of them (Komaran, 2002).

According to Czepiel (1990), an organisation may be able to develop mutually beneficial knowledge sharing relationships with customers by talking to them about their future requirements, and discussing how you might be able to develop your own products or services to ensure that you meet their needs.

Knowledge and skills on performing various tasks in the organisations brings about efficiency and hence performance this therefore will improve or strengthen the employee and customer relationships. Customers will be served by individuals who have greater knowledge in their duties thereby ensuring delivery and hence customer satisfaction (Daniel & Giauque 2006).

2.3.3 Service Delivery Principles and Policies in Parastatals

There are certain basic principles of the service delivery policy and which serve as the foundation on which the entire operationalisation rests. They include:

2.3.4 Integrity

According to Moore (2007), integrity is one of the most important and often cited of virtue terms. It is also perhaps the most puzzling. For example, while it is sometimes used virtually synonymously with 'moral,' we also at times distinguish acting morally from acting with integrity. Persons of integrity may in fact act immorally though they would usually not know they are acting immorally. Thus one may acknowledge people to have integrity even though that person may hold what one thinks are importantly mistaken moral views. Integrity is also attributed to various parts or aspects of a person's life. We speak of attributes such as professional, intellectual and artistic integrity. However, the most philosophically important sense of the term 'integrity' relates to general character, issues like corruption in an organization reflects lack of integrity (Jensen, 2009).

Delivery of public services would be built around high standards of integrity in public institutions. This can be achieved through setting policies that do not have room for behavior that can subvert high standards of integrity, through better information dissemination and institutional strengthening (Josiah, 2011).

2.3.5 Fairness

Fairness is a principle used to suggest outcomes or actions that ought to, or should, occur. To be fair is good; to be unfair is bad. To be fair is right; to be unfair is wrong. To be fair is just, to be unfair is unjust. To be fair is ethical; to be unfair is unethical. Actions and outcomes ought to be fair, they ought to be just, and they ought to be ethical. Unfair actions and outcomes should be opposed, they should be avoided, and they should be reversed or eliminated (Suranovic, 2012).

Fairness in service delivery is a form of justice to all since every party with its ability will be considered and their needs taken care of. There would be conscious attempt in achieving fairness in providing services. The principle of "first-come-first-served" would be followed in all cases. Wherever exceptions are made they would be in favour of the poor and disadvantaged through a well-published due process (Lewicki and Minton, 2008).

2.3.6 People Centeredness

This is the core principle of service delivery which calls for recognition of a new relationship between providers and recipients of the public service. Every citizen has a basic right to expect high quality public service. The people-first approach has the following elements: Listening to people, modifying services according to the needs, respecting people and individuals, responding to complaints, seeking feedback and providing improvement. Involving people in monitoring the public service would enable them to have a voice in ensuring quality. This will be ensured by affording opportunities for participation at all stages (Galloway, 1998).

2.3.7 Accountability

According to Charter (2005), accountability can be referred to as the state of being liable, or answerable to a given action. Sitravocik (2007) stated that accountability mainly in public institutions is used as a policy of holding public officials or other employees accountable for their actions and results. Service providers would be accountable not only to the Government but also to the citizens. Therefore, accountability should be clearly defined to specify the agency which makes the implementation (such as State

Government), The agency which provides the service (such as departments and institutions), the beneficiaries of the services, the relationship between them (that is State Government, departments, institutions and the beneficiaries) For example: In the case of a Primary Health Centre, the State Government decides the policy framework and sets standards. The Local Government prepares the action plan for operationalizing the policy as suited to the local requirements and is responsible for ensuring that the Primary Health Centre meets the standards. The Primary Health Centre is the institution where services are actually provided to the beneficiary.

2.3.8 Transparency

Greenberg (2002), referred to transparency as operating in such a way that it is easy for others to see what actions are performed. For example, a cashier making change at a point of sale by segregating a customer's large bills, counting up from the sale amount, and placing the change on the counter in such a way as to invite the customer to verify the amount of change demonstrates transparency. Generally it implies to openness, communication.

Transparency helps to prevent the corruption that inevitably occurs when a select few have access to important information, allowing them to use it for personal gain. Ensuring transparency in the public service delivery activities has become an urgent need for the sake of establishing good governance in the service sectors When a process is transparent, citizens will have the right to know the standards expected to be achieved, the cost of service, identity of service providers, outputs and the outcomes achieved and also who to approach when inquiring about a particular service (Unsworth, 2010).

2.3.9 Equity

Equity refers to equal treatment of people whether rich or poor, normal or disabled. Every human is equal regardless of their social status and deserve equal treatment. Service delivery usually focuses on the poor and other disadvantaged groups who would be given the most favored treatment not only through easy access but also through deliberate outreach. Equity also envisages affirmative action and positive discrimination in favor of the disadvantaged (Pande, 2008).

2.4 Empirical Review

Wanjau (2012) in his study on factors affecting provision of service quality in the public health sector in Kenya, focusing on employee capability, technology, communication and financial resources found that Low employee's capacity led to a decrease in provision of service quality public health sector by factor of 0.981 with while Inadequate Technology adoption in provision of health service led to a decrease in provision of service quality by a factor of 0.917. The Ineffective communication channels affected delivery service quality in public health sector by a factor of 0.768 while insufficient financial resources resulted to decrease in provision of health service quality by factor of 0.671. This implied that low employees capacity, low technology adoption, ineffective communication channels and insufficient fund affect delivery of service quality to patients in public health sector affecting health service quality perceptions, patient satisfaction and loyalty.

A study conducted by Aminuzzaman (2010) in Bangladesh revealed that some of the critical institutional challenges facing service delivery at the level of local authorities include limited manpower and resources. Considering the work load and responsibilities, local authorities are understaffed. 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 Aminuzzaman (2010) further found out that there is a problem of lack of coordination between local authorities and extension service delivery workers of the government at the field level. The author noted that there are no formal links even between the standing committees of the local authorities with the extension workers of the corresponding line ministries of the government. Such isolation makes lots of the services of local authorities dysfunctional and ineffective. This also deprives the local authorities of getting technical assistance and other professional support from the government line agencies. Other challenges noted in Aminuzzaman's (2010) study were: lack of appropriate rules and regulation, ineffective monitoring, lack of accountability and transparency, political manipulation, non-cooperation from central-government based bureaucracy, limited community understanding, exclusion of women, limited and insecure revenue base, highly centralized project and programme design, poor relationship between administration and elected representatives.

2.5 Conceptual Frame Work

| Organization structure |
| Communication |
| Knowledge and skills |
| Service delivery principles |

| Working environment
ICT |

| Service Delivery |

Independent Variable   **Intervening Variable**   **Dependent**
Variable
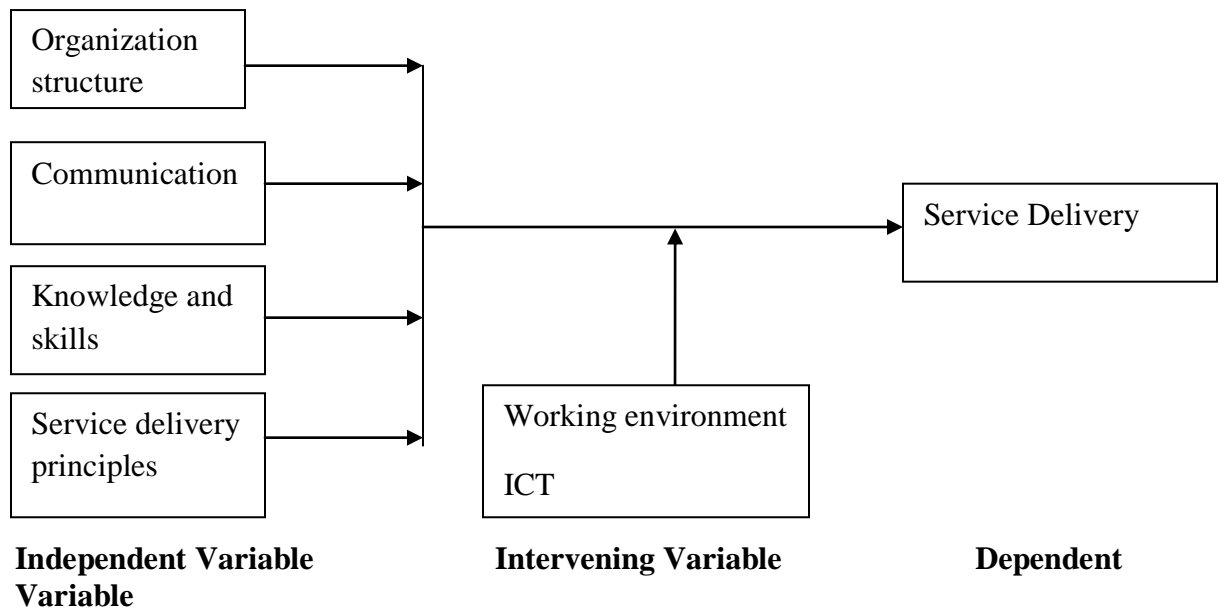
Figure 2.1: Conceptual Framework

Source, Researcher 2018

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research techniques but also the methodology. Therefore in this chapter the research process issues were mentioned, the research problem was studied through descriptive research design. According to cooper and schindler (2003), a descriptive study is concerned with finding out the how, what and where of a phenomena. This chapter therefore introduces and describes the methodology to be used to carry out the study. It outlined research design, target population, sample and sampling techniques, methods and tools used to collect data and how data was processed, analyzed and presented Kothari, (2003).

3.2. Research Design

The study adopted descriptive research design. Creswell (2003) observes that a descriptive design is used when data is collected to describe persons, organizations, settings or phenomena. Descriptive design was ideal because the study was carried out in a limited geographical scope and hence is logistically easier and simpler to conduct considering the limitations of this study (Mugenda 2008).

According to Cooper and Schindler (2000) descriptive statistics discover and measure cause and effect relationships among variables. The design helps the researcher to obtain information regarding the current status of the sector thus making it relevant to the research question. The researcher obtained information regarding the factors affecting service delivery in public sector.

3.3 Study Population

A researcher has the responsibility of selecting a target population in which to generate the results of his study. The target population was limited to service users(customers) and

service providers(customer service employees)of REA within Nairobi County, in this study the researcher's main respondents were 13 customer service staff and 97 major suppliers of REA making a target population of 110.

3.4 Sample Size and sampling procedures

According to Emmel (2013), Sample size is the number of observations used for calculating estimates of a given population. In this study the sampling frame comprised of service providers and service users of REA, the study employed purposive sampling design whereby, 13 service providers and 97 service users were chosen for the study within Nairobi. The study carried out a census. Census refers to the study of the total population where all the items under study are investigated and this is applicable where the population is so small that selecting a sample will be meaningless. The sample size of this study was110 respondents. Mugenda and Mugenda (2003) indicated that a sample of more than 30% is sufficient for the studies.

Table 3. 1: Sample Size

Sections	Population (Frequency)	Percentage
Customer service staff	13	11.8
Major suppliers	97	88.2
Total	110	100

3.5 Pilot Study

Before proceeding for data collection the researcher conducted a pilot study. The main aim for the pilot study was to test the research process and find out how well the research instruments will work According to Mugenda and Mugenda (2003), a sample size of 10% of the sample size is considered adequate and Therefore 11 respondents that is 10% of the researchers population size with the same characteristics of respondents in the actual study was used. The study was carried out in Kenya power since they share almost similar roles with rural electrification authority and it being in the industry for a longer period. Therefore this enabled the researcher to carry out reliability test and familiarize himself with the research environment.

3.6 Validity and reliability of research instruments

Questionnaires were administered to the respondents before the main study to ensure validity and reliability of the questionnaires. Mugenda and Mugenda (2003) asserted that, the accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. The study aimed at measuring the reliability of the questionnaire to establish if it was consistent in measuring what they were intended to measure by subjecting the same tests to a similar group twice to test its reliability.

The study adopted Cronbach's Alpha to test for internal reliability of the research and found out that the research was reliable at 98.5%. According to George and Mallery (2003), the rules of thumb for testing the internal reliability of a research is ranged in the following scale; For values greater than .9 but not greater than 1.0, the consistency is tamed Excellent, any scale greater than .8 but less than .9 is Good, any scale greater than .7 but less than .8 is Acceptable, greater than .6 but less than .7 is Questionable, and anything greater than .5 but less than .6 is poor, and any figure less than .5 is unacceptable.

Table 3. 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.985	.987	23

Validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study (Robinson, 2002). Validity is ensured by having objective questions included in the questionnaire and by pre-testing the instrument to be used through a pilot study in order to identify and change any ambiguous, awkward, or offensive questions and technique as emphasized by Cooper and Schindler (2003). The questionnaires will be validated by discussing it with two randomly selected employees and customers of REA. Their views will be evaluated and incorporated to enhance content and construct validity of the questionnaire.

3.7 Data Collection

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes (Weller, 1988).The researcher used close and open ended questionnaires which were administered to 110 respondents.

3.8 Data Analysis

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facts and approaches, encompassing diverse techniques which may include the statistical method (Mastropieri, 2006).Data was edited, coded and then analyzed by help of SPSS. Quantitative techniques was used in the data analysis. Descriptive data was presented in the form of frequency tables, bar charts, histogram, grouped frequency distributions and pie charts for ease of understanding and analysis. Narrative interpretation of the data was applied for qualitative data.

3.9 Ethical Considerations.

The researcher will avoid making up data or results and recording or reporting them as factual results. The researcher will get letters from the university and government permits which will be submitted to the authorities. Participants are able to withdraw from the research at any time without fear of penalty. The participant's rights to informed consent, privacy, confidentiality, protection from deception and debriefing will be protected.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter comprises data analysis, presentation and interpretation of the findings. The data presented comprises response rates, demographic characteristics of the respondents and the presentation of the findings against every single objective of the study. The analyzed data is presented based on the responses to the items in the questionnaire. Descriptive statistics are also used in analyzing the findings of this research.

4.2 General and Demographic Information

In the study, out of 110 questionnaires distributed, 100were filled and returned, coded and analyzed thus representing a response rate of 90.9%. According to Mugenda and Mugenda a response rate of 50% and above is adequate to make analysis. This is viewed as favorable. This high response rate increased confidence for the generalization of the study findings.

4.2.1 Demographic Characteristics of the Respondents

4.2.1.1 Gender of respondents

The researcher sought to know the responses given by both gender. Out of the respondents who were interviewed 45% were female while 55% were male. It is therefore clear that the results of the study considered both gender. Results are displayed in table below:

Table 4.1: Distribution by Gender

	Frequency	Percent
Male	55	55
Female	45	45
Total	100	100.0

Source: Research Data, 2018

4.2.1. 2. Educational Level

The study sought to know the respondents' level of education. Out of the respondents who were interviewed 26% had studied to degree level 25% had studied to certificate level 23% had studied to diploma 26% had studied to masters level. While looking at the trend in education level we realize that for one to ensure better performance in an organization education is a key element. This is so because over 52% of the population had attained degree. This is supported by a study done by L Mandell – 2009 which stated that level of education is positively related to performance of companies. The results of the study show that most of the respondents were of degree and masters level and had a professional skill set. Results are displayed in table below:

Table 4. 2: Distribution by Education Level

	Frequency	Percent
Degree	26	26
Masters	26	26
Diploma	23	23
Certificate	25	25
Total	100	100.0

Source: Research Data, 2018

4.3 2.3 Marital Status

The study sought to know the respondents' marital status. Out of the respondents who were interviewed 30% were divorced 20% were married 30% wereseparated 20% were single. The results of the study show that most of the respondents were of either divorced or separated. Results are displayed in table below:

Table 4. 3: Distribution by Marital status

	Frequency	Percent
Divorced	30	30
Married	20	20
Separated	30	30
Single	20	20
Total	100	100.0

Source: Research Data, 2018

4.3 2.4 Age of Respondents

The study sought to know the respondents' age. Out of the respondents who were interviewed 15% were 24 years and below 21% were 55 years and above 30% were between 44-54 years 12% were between 25-44 years and 22% were between 35-44 years. The results of the study show that most of the respondents were between the ages 44-54. Results are displayed in table below:

Table 4.4: Distribution by Age

	Frequency	Percent
24 and below	15	15
55 and above	21	21
Between 44-54	30	30
Between 25-34	12	12
Between 35-44	22	22
Total	100	100.0

Source: Research Data, 2018

4.3 Finding for Objective

The researcher sought to establish the relationship between variables service delivery as the independent and the dependent variables; organization structure, communication, knowledge and skills. Respondents were asked to show to what extent they agreed or disagreed with the statements using the five-point Likert Scale ranging from 1 for very great extent and 5 for very low extent. The findings from the study on these variables are given below. A standard deviation of less than 1 was generally considered as small, which indicated that there was high level of consistency with the mean. A standard deviation of greater than 1 indicated huge variations in respondent's rating, indicating that there was not much consistency with the mean.

4.3.1 Factors Affecting Service Delivery in Parastatals

The study sought to establish the extent to which respondents agreed or disagreed with statements relating to service delivery in general. As per the findings, most of the respondents indicated that they had moderate understanding of the service delivery stipulations, as indicated by the mean of 2.73 and standard deviation of 0.999.

From the findings, the study established that majority of the respondents agreed that there is a significant improvement in service delivery over the years. Parastatals are faced with intense pressure to deliver quality services and improve efficiencies. The table below shows finding from the research:

Table 4. 5: Effect of Service Delivery in Parastatals

Rate the level of service delivery in the organization

	Frequency	Percent
Good	35	35
Excellent	25	25
Very Good	40	40
Total	100	100.0

4.3.2 Effect of Organization Structure on Service Delivery in Parastatals

The first objective of this study was to establish the effect of Organization Structure on Service Delivery in Parastatals. Organization structure affects the roles, power and responsibilities are assigned, controlled, and coordinated, and information flow between the different levels of management. The study sought to establish the extent to which respondents agreed or disagreed with statements relating to effect of Organization Structure on Service Delivery in Parastatals.

Most respondents strongly agreed that the organization structure affects service delivery .Parastatals can use organizational structure to improve decision making process. Decisions in organizations often relate to the amount of information directors or managers have gathered in a timely period. It is very clear that Organizational structures help companies to streamline its operations. Organization directors and managers organize duties and responsibilities into departments that can complete various business processes. This in turn encourages effectiveness and efficiency.

From the findings, the study established that majority of the respondents agreed that organization structure affects service delivery to a great extent. This is shown by a mean of 1.04 and standard deviation of 0.198 respectively. 61% of the respondents which translates to 61 respondents indicated Yes while 39% No. This shows that organization structure affects service delivery in parastatals. The table below shows finding from the research:

Table 4. 6: Effect of Organization Structure on Service Delivery in Parastatals

Does organization structure affect service delivery		
	Frequency	Percent
Yes	61	61
No	39	39
Total	100	100.0

4.3.3 Effects of communication on Service Delivery in Parastatals

The second objective of the study was to establish the effect of communication on service delivery. The study sought to establish the extent to which respondents agreed or disagreed with Chain of command, proper communication channels, Information ownership, as variables relating to communication on service delivery.

Communication is a source of information to the organizational members for decision-making process since it determines a course of action. It plays a crucial role in altering individual's attitudes a well-informed individual will have better attitude than a less-informed individual. This study used Chain of command, proper communication channels, Information ownership as variables relating to communication.

From the findings, the study established that majority of the respondents agreed to a very great extent that the communication components affects service delivery. These results are shown in the table below:

Table 4.7: Components of communication

Descriptive Statistics			
	Yes%	No%	total
1. Poor chain of command	57	43	100
2. Lack of proper communication channels	55	45	100
3. Information ownership	58	42	100
4. Poor organization culture	59	41	100
Does communication affect service delivery	57.25	42.75	100

Majority of the respondents did see the moderate impact of communication on service delivery, shown by a mean of 2.99 and standard deviation of 1.148 respectively. 57.25% of the respondents suggested that communication affects service delivery to a moderate extent which amounts to 58 of the respondents. 42.75% of the respondents suggested that

it did not, which amounts to 42 of the respondents. This shows that communication affects moderately service delivery.

4.3.4 Effect of Knowledge and skills on Service Delivery in Parastatals

The third objective of the study sought to establish the effect of Knowledge and skills on Service Delivery in Parastatals. The study sought to establish the extent to which respondents agreed or disagreed with the statement that Knowledge and skills affects service Delivery in Parastatals.

From the findings, the study established that majority of the respondents agreed to a very great extent that knowledge and skill is not a factor in service delivery. This is shown by 8% of the respondents who suggested that knowledge and skill affects service delivery to a great extent which amounts to 8 of the respondents while 33% of the respondents disagreethat knowledge and skill is a factor in service delivery, which amounts to 33 of the respondents. 44% of the respondent strongly disagreethat knowledge and skill is not a factor in service delivery which amounts to 44 of the respondents. While 7% strongly disagree and only 8% had no opinion on the matter. The above findings show that knowledge and skill is not a factor in service delivery, which shows any person, can receive service delivery in parastatal without prejudice. The table below shows finding from the research.

Table 4.8: Effect of Knowledge and skills on Service Delivery in Parastatals

To what extend does knowledge and skills affect service delivery		
	Frequency	Percent
agree	8	8
disagree	33	33
Not sure	8	8
Strongly agree	7	7
Total	100	100

4.3.5 Effect of Service Delivery Principles and Policies on Service Delivery in Parastatals

The forth objective of the study sought to establish the effects of Service Delivery Principles and Policies on Service Delivery in Parastatals. The study sought to establish the extent to which respondents agreed or disagreed with the above statement relating to the effects of Service Delivery Principles and Policies on Service Delivery in Parastatals. The findings are shown in the table below.

Table 4.9: Components of Service Delivery Principles and Policies on Service Delivery in Parastatals

Principle	Agree	Disagree	Not sure	Strongly agree	Strongly disagree	Total
1. Integrity	12	29	14	9	36	100
2. Fairness	7	35	8	5	45	100
3. People centeredness	5	35	9	5	46	100
4. Accountability	5	36	7	5	47	100
5. Transparency	5	37	5	6	47	100
6. Equity	4	6	35	6	6	100

From the findings, the study established that majority of the respondents agreed to a very great extent that Service Delivery Principles and Policies does not influence service delivery. This is shown by Mean of 1.00 and standard deviation of 0.000 respectively. 36% of the respondents suggested that integrity affects service delivery to a great extent which amounts to 36 of the respondents while 45% of the respondents suggested that fairness affects service delivery to a moderate extent, which amounts to 45 of the respondents. 46% of the respondents suggested that people centeredness affects service delivery to a great extent which amounts to 46 of the respondents while 45% of the respondents suggested that fairness affects service delivery to a moderate extent, which amounts to 45 of the respondents. 47% of the respondents suggested that accountability affects service delivery to a great extent which amounts to 47 of the respondents and 47%

of the respondents suggested that fairness affects service delivery to a moderate extent, which amounts to 47 of the respondents. Only 35.0% of the respondent suggested that they are not sure on equity as factor of service delivery principles affects service delivery. The above findings show that the service delivery principles are not factors affecting service delivery, which shows a great disconnection between the service delivery and the principles from the findings. The table below shows finding from the research.

Table 4. 10: Estimate number of reported cases on poor service delivery

	Frequency	**Percent**
1000	26	26
200	26	26
500	7	7
Over 2000	41	41
Total	100	100.0

4.4 Regression analysis

The researcher conducted a multiple linear regression analysis. This was done to test relationship among independent variables on the factors affecting service delivery in parastatals: a case study of rural electrification authority Kenya. The statistical package for social sciences (SPSS) was applied to compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Service delivery) that is explained by all the four independent variables (organization structure, communication affects, knowledge and skills principles and policies).

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910[a]	.829	.813	.334

Source: Researcher 2018

Adjusted R squared is the coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the above table the value of adjusted R squared was 0.813 an indication that there was variation of 81.3% on Service delivery due to changes in independent variables at 95% confidence level. This shows that 81.3% changes in service delivery could be accounted for by principles and policies, organization structure, communication and knowledge and skills. This therefore means that other effects not studied in this research contribute 18.7% of the factors affecting service delivery. Therefore, further research should be conducted to investigate the other factors (18.7%) affecting service delivery. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.910.

Table 4. 12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.645	4	5.661	50.874	.000[a]
	Residual	4.674	42	.111		
	Total	27.319	46			

Source: Reseacher 2018

From the ANOVA statistics in the table above, the processed data, which is the population parameters, had a significance level of 0.000 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The calculated F was greater than the critical value (2.32 < 50.874) an indication that organization structure, Communication, knowledge and skills and principles and values were significantly influencing service delivery of parastatals in

kenya. The significance value was less than 0.05 an indication that the model was statistically significant.

Table 4. 13: Coefficients

	Unstandardized Coefficients			95% Confidence Interval for B	
	B	Std. Error	Sig.	Lower Bound	Upper Bound
(Constant)	.780	.282	.008	.212	1.348
Organization structure	.298	.179	.104	-.063	.659
Communication	-.082	.141	.564	-.367	.203
Knowledge and skills	.220	.119	.071	-.020	.460
Principles and Policies	.498	.111	.000	.274	.722

Source: Researcher 2018

The researcher conducted a multiple regression analysis so as to explain the factors affecting service delivery. And the three variables as per the SPSS generated, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) which results to:

$Y = 0.780 + 0.298X_1 - 0.082X_2 + 0.220 X_3 + 0.498 X_4 + (-0.322)$. Where Y is the dependent variable (service delivery), X_1 is the Organization structure effect variable, X_2 is Communication variable X_3 is knowledge and skills variable and X_4 is principles and policies variable. From the above regression equation it was revealed that holding independent variables to a constant zero , service delivery of parastatals in Kenya would be 0.780 , a unit increase in organization structure would lead to increase in service delivery by a factors of 0.298, unit increase in communication would lead to decrease in service delivery by factors of 0.082, a unit increase in knowledge and skills by a factor of 0.220 and a unit increase in principles and policies would lead to increase in service delivery by a factors of 0.498.This infers that principles and policies effect contribute more to service delivery followed by organization structure. At 5% level of significance and 95% level of confidence, organization structure effect had a 0.298 level of significance; communication showed a -0.082 level of significance, knowledge and skills

showed 0.220 level of significance and principles and policies showed 0.498 level of significance hence the most significant factor is principles and policies effect.

4.5 Hypothesis Testing

Critical values can either be positive or negative. This depends on the alternative hypothesis. If the alternative hypothesis states that the expected mean is greater than critical value, the region of rejection will have a positive sign. Since the relevant critical value or region is in the upper tail of the normal distribution, the null hypothesis is only rejected if critical value is greater than the p-value of 0.05 ($p \geq 0.05$)

H_0: There is no significant effect of communication on service delivery. The Null hypothesis was accepted because $0.05 \leq p$ ($0.050 \leq 0.564$), therefore the study accepts the null hypothesis. The study concludes that there is no significant effect of communication on service delivery. The study coincided with Schilling (2008) who found that communication was important in supporting the organization or business to improve its service delivery.

H_0: There is no significant effect of principles and policies on service delivery. The Null hypothesis was rejected because $0.05 \geq P$ ($0.05 \geq 0.000$), therefore the study reject null hypothesis in favour of an alternative hypothesis. The study concludes that there is a significant effect of principles and policies on service delivery.

H_0: There is no significant effect of organization structure on service delivery. The Null hypothesis was accepted because $0.05 \leq p$ ($0.050 \leq 0.104$), therefore the study accepts the null hypothesis. The study concludes that there is no significant effect of organization structure on service delivery.

H_0: There is no significant effect of knowledge and skills on service delivery. The Null hypothesis was accepted because $0.05 \leq p$ ($0.050 \leq 0.710$), therefore the study accepts the null hypothesis. The study concludes that there is no significant effect knowledge and skills on service delivery.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study, discussions and conclusions that were drawn by the researcher guided with the research objectives of the study. It also presents the major limitations of the study and gives recommendations for further studies.

5.2 Summary of major findings

The specific objective of the research was to establish the factors affecting service delivery in parastatals. The specific objectives were: To find out how organization structure affects service delivery, To find out how communication affects service delivery, To identify how knowledge and skills affect service delivery and To identify service delivery principles and policies in parastatals

In the study, out of 110 questionnaires distributed, 100 were filled and returned, coded and analyzed thus representing a response rate of 97.5%. Out of the respondents who were interviewed 45% were female while 55% were male (Table 4.1). Out of the respondents who were interviewed 26% had studied to masters and degree level while 23% and 25% had studied to diploma and certificate level.

5.2.1 Factors Affecting Service Delivery in Parastatals

The study sought to establish the extent to which respondents agreed or disagreed with statements relating to service delivery in general. As per the findings, most of the respondents indicated that they had moderate understanding of the service delivery stipulations. Respondents were asked to Rate the level of service delivery in the organization most agreed strongly that service delivery is good mostly due to good working conditions and introduction of ICT . From the findings, the study established that majority of the respondents agreed to a there is a significant improvement in service delivery over the years. Parastatals are faced with intense pressure to deliver quality services and improve efficiencies. There is a growing concern about the levels of poor

service delivery rendered to the population. This is shown by a frequency of 25% excellence in service delivery which translates to 25 respondents,

5.2.2 Effect of Organization Structure on Service Delivery in Parastatals

The first objective of this study was to establish the effect of Organization Structure on Service Delivery in Parastatals. Organization structure affects the roles, power and responsibilities are assigned, controlled, and coordinated, and information flow between the different levels of management. The study sought to establish the extent to which respondents agreed or disagreed with statements relating to effect of Organization Structure on Service Delivery in Parastatals.

Most respondents strongly agreed that the organization structure affects service delivery (Mean=1.24, SD=0.438). Parastatals can use organizational structure to improve decision making process. Decisions in organizations often relate to the amount of information directors or managers have gathered in a timely period. It is very clear that Organizational structures help companies to streamline its operations. Organization directors and managers organize duties and responsibilities into departments that can complete various business processes. This in turn encourages effectiveness and efficiency.

From the findings, the study established that majority of the respondents agreed that organization structure affects service delivery to a great extent. This is shown by a mean of 1.04 and standard deviation of 0.198 respectively. 61% of the respondents which translates to 61 respondents indicated Yes while 39% No. This shows that organization structure affects service delivery in parastatals.

5.2.3 Effect communication on Service Delivery in Parastatals

The second objective of the study was to establish the effect of communication on service delivery. The study sought to establish the extent to which respondents agreed or disagreed with Chain of command, proper communication channels, Information ownership, and organization culture variables relating to communication on service delivery.

Communication is a source of information to the organizational members for decision-making process since it determines a course of action. It plays a crucial role in altering individual's attitudes a well-informed individual will have better attitude than a less-informed individual. This study used Chain of command, proper communication channels, Information ownership, as variables relating to communication.

From the findings, the study established that majority of the respondents agreed to a very great extent that the communication components affects service delivery. However, there was a big variation in the responses

Majority of the respondents did see the moderate impact of communication on service delivery, shown by a mean of 2.99 and standard deviation of 1.148 respectively. 57.25% of the respondents suggested that communication affects service delivery to a moderate Extent which amounts to 58 of the respondents. 42.75% of the respondents suggested that it did not, which amounts to 42 of the respondents. This shows that communication affects moderately service delivery, this concurred with Choi and Kim (2008) who noted that service strategy had to be communicated over and over again to everyone; the "employee at all levels must be aligned with a single vision of what the organization is trying to accomplish" and that effective internal communications was the requisite for integration and harmony in the service organization's activities and quality.

5.2.4 Effect of Knowledge and skills on Service Delivery in Parastatals
The third objective of the study sought to establish the effect of Knowledge and skills on Service Delivery in Parastatals. The study sought to establish the extent to which respondents agreed or disagreed with the above statement relating to effects of Knowledge and skills on Service Delivery in Parastatals.

From the findings, the study established that majority of the respondents agreed to a very great extent that knowledge and skill is not a factor in service delivery. This is shown by 8% of the respondents suggested that knowledge and skill affects service delivery to a great extent which amounts to 8 of the respondents while 33% of the respondents disagree that knowledge and skill is a factor in service delivery, which amounts to 33 of the respondents. 44% of the respondent strongly disagree, that knowledge and skill is not

a factor in service delivery which amounts to 44 of the respondents. While 7% strongly agree and only 8% had no opinion on the matter. The above findings show that knowledge and skill is not a factor in service delivery, which shows any person, can receive service delivery in parastatal without prejudice.

5.2.5 Effect of Service Delivery Principles and Policies on Service Delivery in Parastatals

The forth objective of the study sought to establish the effects of Service Delivery Principles and Policies on Service Delivery in Parastatals. The study sought to establish the extent to which respondents agreed or disagreed with the above statement relating to the effects of Service Delivery Principles and Policies on Service Delivery in Parastatals.

From the findings, the study established that majority of the respondents agreed to a very great extent that Service Delivery Principles and Policies does not influence service delivery. This is shown by. 36% of the respondents suggesting that integrity affect service delivery to a great extent which amounts to 36 of the respondents while 45% of the respondents suggested that fairness affects service delivery to a moderate extent, which amounts to 45 of the respondents. 46% of the respondents suggested that people centeredness affects service delivery to a great extent which amounts to 46 of the respondents while 45% of the respondents suggested that fairness affects service delivery to a moderate extent, which amounts to 45 of the respondents. 47% of the respondents suggested that accountability affects service delivery to a great extent which amounts to 47 of the respondents and 47% of the respondents suggested that fairness affects service delivery to a moderate extent, which amounts to 47 of the respondents. Only 35.0% of the respondent suggested that they are not sure on equity as factor of service delivery principles which affects service delivery.

The above findings show that the service delivery principles are not factors affecting service delivery, which shows a great disconnection between the service delivery and the principles from the findings.

5.3 Discussion

The Kenya government in an attempt to improve service delivery in public institution has been in the processes of drafting various policies. From the findings of this study, it is imperative that the government comprehensively addresses all the issues of concern in the public sector. From this study most respondents strongly agreed that the organization structure affects service delivery. Organizational structure refers to the way tasks are divided up and how the workflow is coordinated and the forces and mechanisms that allow the co-ordination to occur. Organizations are structured in a variety of ways, dependent on their objectives and culture. The structure of an organization will determine the manner in which it operates and its performance. Structure allows the responsibilities for different functions and processes to be clearly allocated to different departments and employees. Parastatals can use organizational structure to improve decision making process. Decisions in organizations often relate to the amount of information directors or managers have gathered in a timely period. The wrong organization structure will hinder quality service delivery therefore Organizational structures should aim to maximize the efficiency and success of the Organization. An effective organizational structure will facilitate working relationships between various sections of the organization. It will retain order and command whilst promoting flexibility and creativity.

The second objective of the study was to establish the effects of communication on service delivery taking Chain of command, proper communication channels, Information ownership, and organization culture as variables relating to communication on service delivery. From the findings, the study established that majority of the respondents agreed to a very great extent that the communication components affects service delivery. Effective Communication will improve your overall work place culture. It can also eliminate barriers and resolve problems while at the same time building stronger work place relationships for increased productivity. Effective communication helps in improving relationship between management and staff, it is quite important and is often overlooked .Things will go on smoothly when everyone is on the same page ,understanding the goals and direction an organization is going.

Effective communication in the work place plays a prominent role in developing long lasting employee motivation. Good communication skills also helps improve time management. The ability will exist for you to manage your own time as well as keeping other staff focused on deadlines. It is a vital tool for conflict management and redressing client grievances. Conflict in a workplace is virtually inevitable. Effective communication enables you to communicate or manage even negative or difficult messages without creating conflict or destroying trust. Increases efficiency. Effective communication promotes the sharing of information and training of employees thus improving overall staff skills and assisting management in decision-making process. Promotes public trust in the judiciary through enhanced quality of service delivery.

Effective communication is also crucial in modifying individual's attitudes as a well-informed individual will likely have better attitude than a less informed individual. Assists in controlling and evaluation processes. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps the management in its controlling and evaluating functions. Effective communication aids the recovery of feedback from court users which, if appropriately utilized, will encourage continuous improvement in the quality of justice delivery.

The third objective of the study sought to establish the effect of Knowledge and skills on Service Delivery in Parastatals. The study sought to establish the extent to which respondents agreed or disagreed with the above statement relating to effects of Knowledge and skills on Service Delivery in Parastatals. From the findings, the study established that majority of the respondents agreed to a very great extent that knowledge and skill is not a factor in service delivery. Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Also position them to take on the challenges of the today's competitive business climate.

5.4 Conclusion

From the findings the study concluded that organization must enhance organization structure in order to improve provision of service quality. Organization structure affects the way roles, power and responsibilities are assigned, controlled, and coordinated, and information flow between the different levels of management. Organization directors and managers should organize duties and responsibilities into departments that can complete various business processes. This in turn will encourage effectiveness and efficiency.

Use of more than one communication means to inform, persuade and educate the customer is also required. From the findings the study concluded that management should emphasize on the use of upward, horizontal and vertical communication channels in order to provide information to upper level managers about activities and performances throughout the organization as well as improving individual participation in provision of service quality through use of face-to-face communication in conveying difficult or ambiguous messages, or when sender and receiver differ in background or opinions.

5.5 Recommendations for further research

Provision of Service quality is important, if service providers do not perform up to the expected level of the customer, this negatively affects service delivery ratings. This can cause negative word-of-mouth communications to run rampant. Conversely, if service providers perform at or above the customer's expectation, positive word of- mouth is spread. Provision of quality service in parastatals (REA) over the years has been challenged by Kenyans and stakeholders to reinvent its process in order to cater for provision of quality services.

This study however was conducted in REA and this study would like to replicate the same in a Government Ministries scenario in his study found out that communication and organization structure were some of the major challenges facing the ministries in delivery

of services. The study sample size consisted of ministry staff. The study recommended a replication of the same study in the area of quality service delivery and developing a research data in order to fill the apparent gap in literature and both managerial decision making in public sector.

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Appendix 1: Letter of Introduction

To whom it may concern

Dear Respondent,

<u>**RE: RESEARCH QUESTIONNAIRE**</u>

Iam a postgraduate student at the Kabarak University, pursuing a course leading to a degree in masters in business administration (MBA).In partial fulfillment of the course;I am conducting a research project on factors affecting service delivery in parastatals Case of Rural Electrification Authority.

To achieve this, Iam kindly requesting for your contribution through the attached questionnaire, the information provided will be used purely for academic purpose. Your response will be kept strictly confidential, only members of the research team will have access to the information and findings of the study will be availed upon your request.

Thank you.

Yours sincerely

RizikiBarongo

Research Student

Appendix 2: Questionnaire

PART 1: General information

Please indicate by ticking on the boxes provide.eg ☑ ✓

1. Sex: Male ☐ Female ☐

2. MaritalStatus:

   Single ☐ Married ☐ Divorced ☐ Separated ☐

3. Age…………………………

   24 and below ☐

   Between 25-34 ☐

   Between 35-44 ☐

   Between 44-54 ☐

   55 and above ☐

4. Education level

   Certificate ☐   Diploma ☐

   Bachelor's Degree ☐   Masters ☐

   Others (specify) …………………………………………

5. Number of yearsworked in the organization

   0 to 3 years ☐

   More than 3 years but below 5 years ☐

   Over 5 years ☐

6. Terms of Service

Permanent & Pensionable☐ robationary Contract ☐

PART 2: Factors affecting service delivery in Parastatals

7. Rate the level of service delivery in the organization.

   Fair ☐

Good ☐

Very good ☐

Excellent. ☐

8. Does organization structure affects service delivery in your organization.

Yes

No

Others

(specify)………………………………………………………………………

If No in the above, please explain……………………………………………………

………………………………………………………………………………………

.

9. How communication affects service delivery. The below communication factors affects service delivery in organizations. Please Tick those that apply to your organisation.

Factors	Please tick (√) appropriately
Poor chain of command	
Lack of proper communication channels	
Poor communication skills	
Information ownership	
Poor organisation culture	

10. How does knowledge and skills affect service delivery? Kindly tick appropriately if the below factors have a great impact in service delivery in your organization by using

the scale of 1 to 5 (Where 1 -Strongly Disagree, 2 -Disagree, 3 -Not sure, 4-Agree, 5 strongly Agree.)

	1	2	3	4	5
Effectiveness					
Efficiency					
Experienced staff					
Unqualified staff					

11. Rate the service delivery principles applied in the organization by ticking the convenient response by using the scale of 1 to 5 (Where 1 -Strongly Disagree, 2 -Disagree, 3 -Not sure, 4-Agree, 5 strongly Agree.)

NO.	Service delivery principles	1	2	3	4	5
1	Integrity					
2	Fairness					
3	People centeredness					
4	Accountability					
5	Transparency					
6	Equity					

12. Kindly estimate the number of reported cases on poor service delivery in your organisation in   the year 2014 (tick in the box provided)

a) 200 ☐   c) 1000   ☐

b) 500 ☐   d) Over 2000 ☐

Please specify if others..

Thank you for your participation.