THE INFLUENCE OF LEADERSHIP STYLE AND EMPLOYEE TRAINING ON SERVICE DELIVERY IN GOVERNMENT INSTITUTIONS IN KENYA: A CASE STUDY OF NAIROBI HUDUMA CENTRE

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Abstract

To achieve efficient service delivery, the Kenyan government needs to sustain high performance in its institution's routines and daily operations. Service delivery through decentralisation of services can enhance productive efficiency by promoting accountability, reducing corruption and improving cost recovery. This study aimed at establishing the influence of leadership style and employee training on service delivery in government institutions in Kenya. The specific objectives were; to establish the effects of leadership style and employee training on service delivery in government institutions in Kenya. The study adopted a descriptive research design. Stratified random sampling was employed and a sample size of 59 respondents was arrived at from a target population of 198 employees. The quantitative data was collected using a structured questionnaire. Data collected was analyzed using SPSS and descriptive output presented on the tables, figures and charts for interpretation. The results showed that leadership style affects the service delivery in government institutions at high rate of 86%. According to this study 60% of the respondents said that leadership style influences service delivery to very great extent 23% to a great extent, 10% to a low extent while 7% to a very low extent. On employee training, 81% of the respondents felt that employee periodic training affects the service delivery in government institutions. Moreover, 57% of the respondents agreed that effective employee training influence service delivery to a very great extent, 28%to a great extent, 9% to a low extent, and 6% to a very low extent. The study recommends that government institutions adopt best leadership styles and effective employee training to ensure excellent service delivery.

Keywords: Leadership style, employee training, service delivery

1.0 Introduction

Service delivery is the act of providing a service to a customer or citizen by the government or an organization. In today's increasingly business competitive environment, customer satisfaction and service

delivery are important factors for the success or existing co-operate organizations. The distribution of service has been shown to increase living standards, improve the cooperate image of a firm and save costs, access services with ease. To achieve service delivery, the government needs to sustain high performance in their operations. It is important that organizations understand that if customers are not satisfied they can defect causing long-term losses to the organizations. (Lovelock, 2014).

Jacobs (2014) states that service delivery through decentralisation of services can enhance productive efficiency by promoting accountability, reducing corruption and improving cost recovery. First, by reducing bureaucratic filters service delivery by decentralisation minimizes the likelihood of conflicts between elected officials and civil servants. Second, hard budget constraints, usually set at the sub-national level, compel local governments to minimize the costs of delivering public goods and to optimize on cost recovery. Third, distributing services decentralisation motivates social cohesion, especially at the local level, which in turn fosters cooperation that is critical in sustaining pressure against corruption. Fourth, sub-national governments are better positioned to overcome information asymmetry and hence tailor policies and service provision according to local preferences.

Milner (2015) finds that bribery and illegal acquisition of resources amongst government officials in Uganda often increase more government funding for single project; hence, reduces the incentives for government to provide services in other communities. They further argue that corruption in Uganda has severely weakened state institutions to a point that citizens have linked the provisions of social services, for example, clean drinking water, education and energy supply to international organizations rather than government. At the local governance level, the problems of bribery and corruption have increased alongside the devolution of authority and resources.

According to a Government publication (2017) Huduma Centres have transformed the Public service delivery by ensuring all Kenyans access efficient Government services at their convenience though there exist a problem in service delivery. Moreover, due to the various technology-enabled services based in separate counties, the Kenyan government makes the fastest response and replacement of crucial documents needed by the citizens. According to statistics obtained from Huduma Kenya website, over 30,000 Kenyans are served every day at various Huduma centre location, and since its creation, 9.5 million Kenyans have benefited from Huduma Kenya services countrywide. Furthermore, the government has also benefited from this venture and has generated at least 12 million from the initiative. Owing to its excellent service delivery, Huduma Kenya has out Kenya ahead of several other countries and has won

numerous accolades both locally and internationally including the coveted United Public Service Award. The award is an international prize meant to award excellence in Public Service Delivery.

1.1 Problem statement

Studies in most developing countries suggest that institutions are narrowly constructed, with weak governance systems, lack of employee training on service delivery and bureaucratic in nature. Such a system will undermine equal distribution of resources, economic development and the provision of services. Practically, while technological advancement, trade and economic activities have boosted most countries in the world, countries in Asia and particularly Africa have not benefited much from such transactions, simply because of ineffective institutional behavior and clientelism over the years (Booth 2011). According to Daniel (2015) the work service delivery performance of public sector workers in Kenya has been a major concern to the Kenyan government, stakeholders, civil society, development partners and the people of Kenya. There have been several studies conducted on challenges facing distribution of services delivery . However, there is no or little known extensive study that has been done on challenges facing service delivery in government institutions in Kenya, hence a knowledge gap. This study seeks to bridge this gap by determining the influence of leadership style and employee training on service delivery in government institutions in Kenya, a case study of Huduma Center.

1.2 General objective

The general objective of this study was to determine the influence of leadership style and employee training on service delivery in government institutions in Kenya.

1.2.1 Specific objective

i.   To determine the effect of leadership style on service delivery in government institutions in Kenya.

ii.   To examine the effect of employee training on service delivery in government institutions in Kenya.

1.3 Conceptual framework
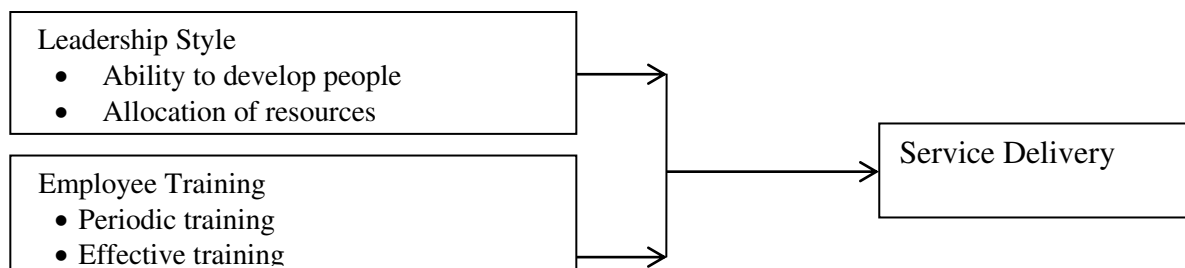
Source: Authors (2019)

2.0 Literature Review

2.1 Theoretical Review

The study adopted the theory of human service delivery as its anchor theory.

2.1.1 Theory of Human Service Delivery

The theory of human service delivery entails an understanding of how people work within systems to deliver services. People are a resource unlike any other in that their value and availability can be difficult to quantify. Services are judged partly by subjective criteria, so understanding the quality that is provided by any service system can be tricky (Drucker, 2001). Theorists attempt to understand how to build the best system for the best services.

Services are fundamentally intangible. They cannot be touched or handled. They exist as events and cannot be resold or shared between parties. Delivering a service to a person involves having a real person interact with her and meet her needs. For delivering any service to a person, the system designer must first consider the human element involved. The people delivering the service must be capable of interacting in a positive and effective manner. Given that services exist as events, they tend to be more variable than other products that an organization can provide. The quality of one service to the next will differ more sharply. Organizations can improve the quality and consistency of their services only by great effort. A constant attempt must be made to gain customer feedback and to understand the ways that service can be improved. Often it is necessary to institute a training program (Drucker, 2001)

2.2 Empirical Review

2.2.1 Leadership Style

The success of service delivery in government is the result of organizing human, material and technical resources through the backing by the strong determination and leadership which can be in the form of individual or a central coordinating body. In this case leadership is defined in terms of directing and completing the whole implementation of e-government, getting the results as well as winning the people over the cause and actions. The champion or the coordinating body can help not only to influence and gain the stakeholders support, but also to follow-up and monitor the implementation process. Leadership needs to not only endorse the service projects, but also to proactively involve and monitor the service delivery projects throughout the entire process (Low, 2013).

According to Hill *et al.* (2013) many countries around the world have developed policies and strategies to promote innovation in public service delivery and enhance the capability of the public service as an institution. The following countries have made notable effort: Singapore has developed the PS21 Strategy

Framework which places emphasis on innovation and improvement through continual engagement, empowerment and individual responsibility. South Africa established in 2002 the Centre for Public Sector Innovation (CPSI) mandated to identify, support and nurture innovation in the Public Sector in order to improve service delivery. The United States established the Open Government Innovations Gallery and launched the SAVE Award for ideas to save taxpayer dollars and make government more effective and efficient. In addition, the country released in 2009 what is referred to as A Strategy for American Innovation.

As stated by Joseph *et al*. (2007) innovative Leadership in public service delivery in Kenya is expressed in the Kenya Vision 2030: Towards a Globally Competitive and Prosperous Kenya. The Kenya Vision 2030 document underscores science, technology and innovation as a means to foster global competitiveness for wealth creation, national prosperity and a high quality of life for its people. Specifically, the document states that the government will create and implement an STI policy framework to support Vision 2030. Further, Articles 10 and 232 of the Constitution of Kenya, 2010 emphasize service.

2.2.2 Employee Training

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity and performance at the work place or off the place (Hillard 2012).

According to Gobbler (2014) off the job training enhances employees to apply the gained knowledge and skills acquired during training to normal job. The aim of this training program to employees is to provide essential skills for service delivery away from the traditional provision of services. Employees are provided materials and allowed to have full concentration learning new skills, knowledge. His core purpose of this is to bond the employees to each other and makes employees understand each other's behavior and how they can relate during service delivery.

According to Kelly (2013) training outcomes are generally expected to improve performance in service delivery. Whether the specific objective is to reduce the number of customer complaints, or to reduce the rate of product rejection, or it is at behavior modification, ultimately the goal achievement is expected to translate into improved performance. Questions arise on whether training is really the answer. It rarely is the whole answer. Attention often needs to be given also to systems of appraisal rewards and supervision,

as such if training did not improve performance, it could not solve the problem in the first place, or the training process was not well designed. The kind of results that training seeks to produce is a critical point in defining the very purpose of training and development activities in the organization.

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

According to Mugenda and Mugenda (2003), descriptive research is the process of collecting information with the objective of describing a phenomenon. The study adopted a case study research design which is a form of descriptive research since this allowed the researcher to carry the study without affecting the flow of work.

3.2. Target Population

Target population refers to the total number of people that the researcher feels that they are enough to get information from in order to compile the research. The target population of this study was the management and operative staff of Huduma Center which consisted of 198 employees.

Table 3.1 Target Population

Category	Target Population	Percentage (%)
Top Management	14	7
Middle Management	40	20
Operational Staff	144	73
Total	**198**	**100**

Source: Government of Kenya (2019)

3.3 Sample and Sampling Techniques

3.4 Sample and Sampling Technique

Sampling design is the part of research plan that indicates how cases were selected. A sample of 30% respondents was considered to provide a general view on the challenges facing service delivery in public institutions in Kenya as Mugenda & Mugenda (2003) outlines that good research respondents should have a sample percentage between 30% to 50%.

Table 3.2 Sample Size

Category	Target Population	30% Sample Size	Percentage
Top Management	14	4	7
Middle Management	40	12	20
Operational Staff	144	43	73
Total	**198**	59	**100**

Source: Author (2019)

3.5 Data Collection Procedures

Primary data was used in this study. The quantitative data was collected using a questionnaire. This was derived mainly through the administration of questionnaire to the respondents. Open-ended question enabled the respondents to give more adequate presentation of answers to the questions asked, while close-ended questions helped to keep the questionnaire to a reasonable height and therefore encouraged responses and validity in terms of representatives of the returns with its alternative structure.

3.6 Pilot study

A pilot research was carried out to ensure there were no errors in the research instrument. A pilot study was conducted on 8% of the sample size.

3.7 Validity and Reliability

Mugenda and Mugenda (2003) asserted that, the accuracy of data collected largely depended on the data collection instruments in terms of validity and reliability. Validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Validity was achieved by having the supervisor correct the whole document for correctness and accuracy. Reliability on the other hand refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). In this study, reliability was ensured by doing a pilot study which is pre-testing the questionnaire with a selected sample.

3.8 Data Analysis and Presentation

The data collected was analyzed mainly by use of descriptive statistics which included: frequency distributions, mean, chi square test, The result will then be presented in form of a well interpreted and easy to understand tables, graphs, charts and percentages.

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Response Rate

The researcher administered 59 questionnaires to randomly selected respondents. The response was as follows:

Table 4.1 Response Rate

Category	Frequency	Percentages (%)
Response	54	91
Non Response	5	9
Total	**59**	**100**

Source: Author (2019)

As seen in both table 4.1 above, the researcher targeted a total of 59 respondents at Huduma Center. However, it was not possible to get back all the responses. Out of the total 59 respondents, 54 responded by filling the questionnaires and returning them. This represents a percentage of 91%. The non-respondents were 5 represented by 9%. The response rate was deemed adequate and sufficient by the researcher for purposes of data analysis.

4.2 Gender of Respondents

Table 4.2 Gender of Respondents

Category	Frequency	Percentage
Male	42	78
Female	12	22
Total	**54**	**100**

Source: Author (2019)

Both table 4.2 above shows that 78% the respondents were male while 22% were female .This indicates that the majority of the responses in each of the categories in Huduma Center were males.

4.3 Age of the Respondents

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Category	Frequency	Percentage
18 – 25	9	16
26 – 30	15	27
31 – 35	12	23
36 – 45	16	30
46 and above	2	4
Total	**54**	**100**

Source: Author (2019)

From the above table 4.3, majority of the respondents numbering to 30% were in the age bracket of 36 – 45 years, 23% of the respondents were 31 – 35 years, 27% of the respondents were 26 – 30 years, and 16% were aged between 18 – 25 whereas 4% were above 46years.

4.4 Position in the Organization

Table 4.4 Position in the Organization

Category	Frequency	Percentage (%)
Senior Management	5	10
Middle Management	10	18
Support Staff	39	72
Total	**54**	**100**

Source: Author (2019)

The above finding in table 4.4 shows the position of the respondent in the university, 10% of the respondents were in the senior management, and 18% of the respondents were in the middle level

management while 72% were at the operational staff. This shows majority of the respondents in the Huduma Center were operational staff.

4.5 Effect of Leadership style on service delivery in government institutions

Content analysis was conducted on each research objective to establish the relationship between the independent variable items and the dependent variable. The first objective of the study sought to determine the effect of Leadership style on distribution of service delivery in government institutions in Kenya.

4.5.1 Effect of leaders/manager involvement in developing employees' abilities on service delivery in government institution in Kenya

Table 4.5 Leaders/manager involvement in developing employees' abilities on service delivery

Category	Frequency	Percentage (%)
Yes	46	86
No	8	14
Total	**54**	**100**

Source: Author (2019)

From the table 4.5 above, 86% of the respondents felt that leadership style affects the service delivery in government institutions while 14% of the respondents felt that leadership style does not affect. The finding shows that leadership has an influence on how of services will be given out.

4.5.2 Effect of Efficient allocation of resources by leaders/managers on service delivery in government institution in Kenya.

Table 4.6 Efficient allocation of resources by leaders/managers on service delivery

Category	Frequency	Percentage (%)
Very Great	32	60
Great	12	23
Low	6	10
Very Low	4	7
Total	**54**	**100**

From table 4.8 above, 60% of the respondents indicated that the rate of leadership style in services is very great, 23% said the effect is great, 10% indicated that the effect is low, 7% said the effect is very low. From the highest number of the respondents 60%, it is therefore implied that, leadership style in government institutions affects the distribution of services.

4.6 Effect of employee training on service delivery in government institutions in Kenya.

4.6.1 Effects of periodic training on service delivery in government institutions in Kenya

Table 4.7 Effects of periodic training on service delivery in government institutions in Kenya

Category	Frequency	Percentage %

Yes	44	81
No	10	19
Total	**54**	**100**

From the table 4.7 above, 81% of the respondents felt that employee periodic training affects the service delivery in government institutions while 19% of the respondents felt that it does not. The finding shows that employee periodic training has an influence on how of services will be given out.

4.6.2 Effects of Effective training on service delivery in government institutions in Kenya

Table 4.8 Extent of Effective training on service delivery in government institutions

Category	**Frequency**	**Percentage (%)**
Very Great	31	57
Great	15	28
Low	5	9
Very Low	3	6
Total	**54**	**100**

Source: Author (2019)

Table 4.8 above shows the extent of effective employee training on service delivery in government institutions, 57% of the respondents said that effective training employees influence their service delivery performance to a very great extent, 28%to a great extent, 9% to a low extent, and 6% to a very low extent. This shows that the kind of training given to employees in government institutions can affect the employee service delivery to citizens.

5.0 Summary, Conclusions and Recommendations

5.1 Effect of leadership style on service delivery in government institutions in Kenya.

The study found that many of the respondents said that leadership style can affect the service delivery in government institutions to a high rate. On the extent of how leadership style influences service delivery, 60% said it impacts to service delivery to a very great extent, 23% to a great extent, 10% to a low extent while 7% to a very low extent. According to the findings, in today's business environment the leaders are responsible for decision and direction on service delivery. Various governments adopt laws which enable the government at all levels to develop strategies, structures and processes with a view to ensuring that citizens obtain effective and efficient delivery of services. In order to accomplish this, the government applies the people first principle meaning that: citizens are consulted, service standards are set, access increased, redress offered and value for money ensured.

5.2 Effect of employee training on service delivery in government institutions in Kenya.

On the extent of how training employees affects service delivery ,57% said it impacts on service delivery to a very great extent, 28%to a great extent, 9% to a low extent while 6% to a very low extent. According to majority of the respondents when training is effected in any organization employees are motivated to perform more thus giving service to citizens. It is the field which is concerned with organizational activity aimed at bettering the service delivery of individuals and groups during any particular time to improve service performance. Training is the most important way to enrich the employees with skills and enough knowledge to help in work efficiently and effectively during all service delivery initiatives. In giving service delivery, trained employees help in dealing with customers which involves the appreciation of the time of customers and tolerating their behaviors. The provider must always convey to the customer that he or she appreciates the time it takes them to do business with the company. Respecting the customer's time implies that members of an organization should always work at peak efficiency and stay focused on the customer. Respecting the customer's time by not imposing bad or negative mood on anyone else, recognizing regular customers, avoiding destructive remarks and showing initiative are tips to creating challenging customers.

5.3 Conclusions

It was concluded that government institutions should have specific leadership competencies that are needed to manage effective public services. One of the main problems that need to be addressed is how to assure quality managerial leadership in local government that will respond to the need of provision of basic services for a better life of all citizens. Only strong, responsible, relentless and well-placed leadership can overcome the political and bureaucratic obstacles that confront the public sector.

The study made conclusions that training employees motivates them and equips them with skills required for them to perform their duties thus improving services to public. It's upon the government organization if it wants employees to improve the service delivery to take the responsibility of training and impacting knowledge to employees to help them perform. This encourages a background for employee's morale.

5.4 Recommendation

5.4.1 Leadership Style

The study recommends that there is need to have better leadership and transformative in government institutions to make decisions on how services will be delivered to citizens through employees and resource allocation. Leadership helps in developing ways to improve services in public organization.

5.4.2 Employee Training

The study recommends that government institutions should have employees trained and developed to improve skills in order to perform in giving services to the public. Training impacts knowledge and Morales most of the employees in organizational activities especially in giving services. Employees feel good when acquainted with the systems. Training should be done periodically

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