

Factors Affecting Staff Service Delivery in State Corporations:

A Case of Water Resources Management Authority, Nairobi County, Kenya

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Abstract- This study focused on factors that affect employees' service delivery in State Corporation. Specifically, the study examined the following variables; Job description, working relationships, staff turnover and staff motivation. The scope of the study was the water resources management authority in Nairobi County, Kenya. The research employed a descriptive design comprising of both quantitative and qualitative data collection approach. A total of 138 employees from both administrative and technical departments were interviewed. Since the target population was made up of heterogeneous SMEs, both stratified and simple random sampling techniques were used in the study. In selection for sampling techniques, this study was concerned with the principle that the sample had to reflect the population. Primary Data was collected using Questionnaires which were both closed ended and open ended, where descriptive statistics were utilized to organize and describe the data while excel computer package was used to present the analysis in tables, pie charts and bar graphs. The study found out that job description had a positive coefficient which shows that it was directly proportional to service delivery. The study also established that working relationship and staff turnover had a negative coefficient which means that any decrease in working relationships and staff turnover led to increase in service delivery. The study also found out that staff motivation had a positive coefficient which shows that it was directly proportional to service delivery. It is recommended that state corporations do capacity building, job descriptions, reduce working relationships and reduce staff turnover levels by motivation factors. Further studies are recommended on the same research but data to be collected from different sources such as various state corporations in Kenya so as to enable better generalization of the results. Also, further research is recommended to determine other factors that affect service delivery in state corporations in Kenya other than those covered in this study.

Index Terms- Service delivery, State Corporations, Staff Turnover, Performance

I. INTRODUCTION

Borman and Motowidlo (2013) defined job performance as individual's behaviour related to organisation goals and their behaviour can be evaluated by the individual's contribution on organization's achievements. It is the quantity and quality of the achievement that an individual or a group contributes to the organisation. According to Schermerhorn, Hunt and Osborn (2014), the main factors that affect employees' performance include job motive, skill, ability, role consciousness and motivation. These factors are essential for performance.

Hackman and Oldham (2006) identified skill variety, task identity, task significance, autonomy and feedback as having an effect on critical psychological states. The researchers listed working relationships, staff turnover and motivation as the factors that were found to have a detrimental effect on performance. Job satisfaction is typically measured in levels and can be examined from multiple viewpoints using multiple constructs or categories as motivation and hygiene factors. According to Herzberg (2012), motivation factors deal with job content and lead to job satisfaction, consist of growth; work itself, responsibility, achievement, advancement, and recognition. Hygiene factors deal with job context and lead to job dissatisfaction consist of company policy and administration, supervision, interpersonal relations, status, working condition, security, and salary.

In a comprehensive review of studies, Judge, Thoresen, Bono and Patton (2006) found that when the correlations are appropriately corrected for sampling and measurement errors, the average correlation between job satisfaction and job performance was higher. In addition, the relationship between job satisfaction and performance was found to be even higher for complex jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs. As a result, it could be concluded that job satisfaction is shown to be positively associated with job performance.

Rehman et al. (2010) pointed out interpersonal relationships, insufficient resources, lower salaries and heavy work load as the major stressors which cause stress.

Occupational Stress Factsheet, (2006) described the insecurity of job, high workload, time pressure, little control over job, insufficient job resources and understaffing as the sources/causes of stress. Stavroula et al. (2011) provided poor work, poor management and unsatisfied working conditions as the root causes of stress. They emphasized that less the mismatch between work demands and pressure and worker capabilities less will be the stress and vice versa. Less support of colleagues is another source of stress as well.

Water Resources Management Authority (WRMA) is a state corporation that was established in July 2005 under the provision of the Water Act 2002 of the Laws of Kenya. The Authority is a non-profit, service oriented corporate body under the Ministry of Water and Irrigation. Its mandate is to provide leadership in the management of water resources nationally. It's also subject to the State Corporations Act which guides all state corporations in Kenya (WRMA service charter, 2011). WRMA has been going through a restructuring programme which commenced in the year 2011 (www.wrmor.ke).

As part of the process, some staff members have been moved to other duty stations, while new ones have been recruited. Regular transfer of staff has greatly affected the work process and caused a lot of stress to employees who have to cope with new work environment and relocate their families. In some cases, the transfers have led to separation of families and reduced income due to deductions in house allowances. This has greatly affected the health of employees leading to increased incidents of stress related ailments. Information available in the public domain is that there has been an increase in the number of job description related sicknesses such as hypertension, high blood pressure and diabetes. This is because the workload in most job descriptions is unrealistic causing stress to the designated employees.

On the other hand, staff seeking counselling services due to personal and job related issues has also been reported. There has been an increase in the indicators of stress related issues such as absenteeism, work conflict and apathy among staff. There has also been an increase in people seeking to move from their current stations due to what they term as relationship issues with their colleagues or supervisors, mismatch of skills and assigned duties and underutilisation of staff's knowledge and skills and an increase in staff turnover. Some of the main reasons of seeking the service are job related issues ranging from pressure from work and personal issues.

The general objective of the study was to determine factors affecting staff service delivery at State Corporations, a case of Water Resources Management Authority, Nairobi County, Kenya. The study was guided by the specific objectives of: to determine how job description affects staff service delivery in state corporations, to examine how working relationships affect staff service delivery in state corporations, to determine how staff turnover affects staff service delivery in state corporations and to determine how staff motivation affects staff service delivery in state corporations.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Herzberg two Factor Theory

This theory was designed to better explain the factors that affected employee's job attitudes and motivation. Herzberg performed studies including interviews, to determine which factors in employee's work environment caused satisfaction or dissatisfaction. He found that factors causing job satisfaction (motivator factors) were different from those causing dissatisfaction (hygiene factors). Loiseau (2011) argues that there are two distinct human needs influencing employee's motivation and attitude: Physiological needs that can be fulfilled by money for example to purchase food and shelter; and Psychological need to achieve and grow, only fulfilled by activities that cause one to grow.

Factors determining dissatisfaction include: company policy, supervision, relationship with boss, work condition, salary, and relationship with peers, all of which are external factors while those leading to satisfaction include achievement, recognition, work itself, responsibility, advancement and growth, which are intrinsic factors. Lawler (2011) examined the studies regarding the relationship between satisfaction and performance and found that satisfaction is an indicator of an employee's motivation to come to work, satisfaction influences the motivation to perform a job effectively only very indirectly and that performance can influence satisfaction directly under certain conditions.

2.1.2 Maslow Hierarchy of Needs Theory

Maslow's theory of human needs and motivation found that people fulfilled physical, security, social, esteem, and self-actualization needs in an orderly, ascending fashion. Depicted as a closed triangle, this model espoused that individuals may never satisfy all of their needs, especially needs at the highest level. Saleemi (2005) adds that Maslow's theory comprises of five needs: Physiological need (most basic - air, water, sleep, food), safety needs (stability and consistency), love and need to belong (affiliate) needs, self-esteem needs (confidence/ respect) and Self-actualization needs.

Dennis, Newman and Marshland (2005) researched the relationship between consumer decision in shopping mall and hierarchy of needs. Valacich, Parboteeah and Wells (2007) used Maslow's hierarchy of needs to study the importance of web design elements and user experience, then constructed framework of online consumer's hierarchy of needs. Guo, Vasquez-Parraga, and Wang (2006) used Maslow's hierarchy of needs to explain cross-border transactions of Mexico and the United State and found that the main motivation of Mexican consumers go to shop in United States are (1) product quality, (2) quality of service, (3) fashion and (4) fun.

2.1.3 Alderfer's Hierarchy of Motivational Needs (ERG) Theory

The ERG theory was propounded by Clayton Alderfer in 1972 as a quick response to the lack of empirical evidence for the hierarchy of motives presented by Maslow in 1970. Notwithstanding, Alderfer's version of the needs theory was built on the ideas of Maslow. ERG theory does not assume a rigid hierarchy where a lower need must be substantially satisfied before one can move on. Alderfer also deals with frustration. That is, if a higher-order need is frustrated, an individual then seeks to increase the satisfaction of a lower-order need.

Lodhal (2015) argues that ERG theory is based on a three-fold conceptualization of human needs: existence, relatedness, and growth (E.R.G.). It does not assume lower-level satisfaction as a prerequisite for the emergence of higher-order needs. It does include propositions relating the impact of higher-order frustration to the strength of lower-order needs. Empirical tests of

differential predictions among Maslow's theory, the simple frustration hypothesis, and E.R.G. theory were conducted by a questionnaire study with 110 employees at several job levels from a bank.

2.2 Conceptual Framework

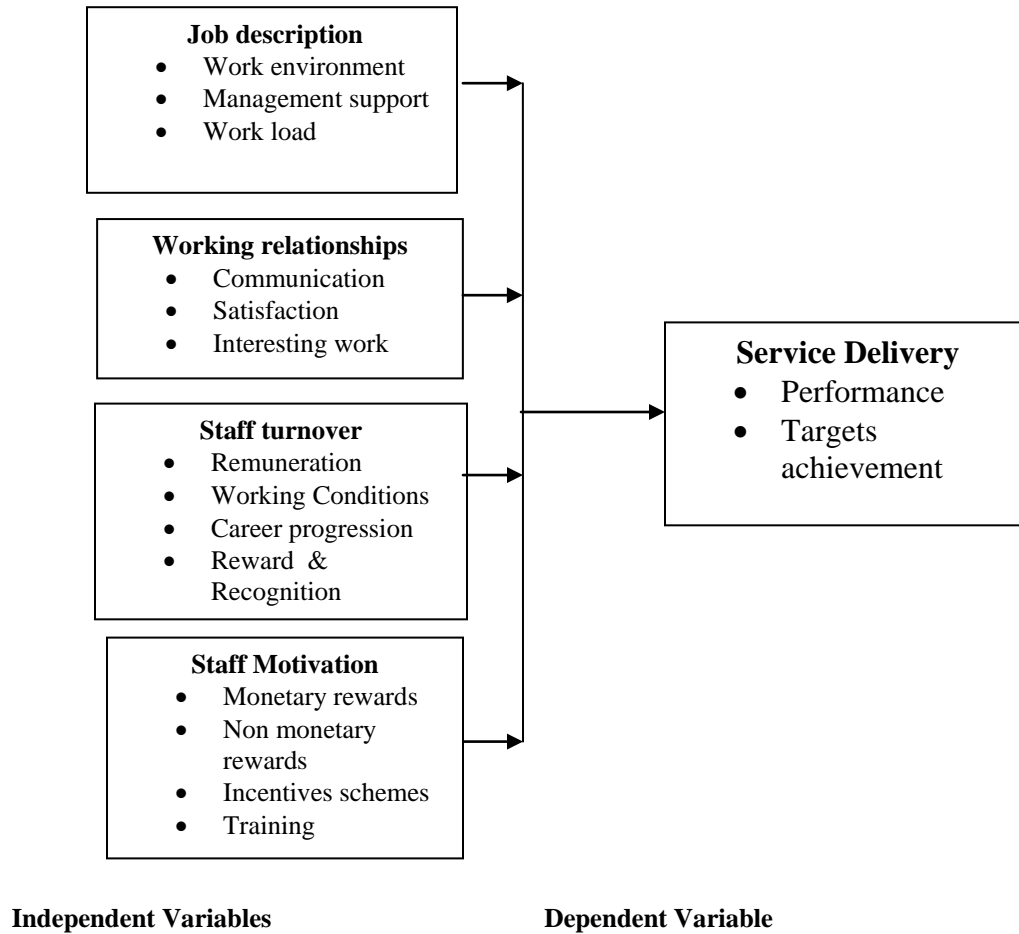


Figure 2.1: Conceptual Framework

2.3 Empirical Review and Criticisms

2.3.1 Empirical Review

Jun et al. (2006) investigated the effects of TQM practice on employee job satisfaction. They found that employee empowerment, teamwork, and employee compensation had a significant and positive influence on employee job satisfaction, also the improved employee job satisfaction lead to a higher level of employees' organizational loyalty. Another study that also used the concept of TQM practice is the study of Chang et al. (2010) that established that employee job satisfaction can be improved through the inclusion of TQM practices associated with human resources. These practices are employee empowerment, employee compensation, and team-work and management leadership. Beside the studies of the set of factors base on the TQM practices, other studies come up with the set of factors based on the related features of the job.

According to Ellickson and Logsdon (2011), there are various factors-related job satisfaction, for example pay, fringe benefits, equipment and resources, physical work space, safe working environment, career development opportunities, overall supervisor relation and departmental esprit de corps. In terms of employee job satisfaction, Parvin (2011) has mentioned four dimensions that have a profound impact on employee job satisfaction comprising salary, efficiency in work, fringe supervision, and co-worker relations.

Turkyilmaz et al. (2011) investigated various studies related to employee job satisfaction and identified main groups. These are: supervisor management; empowerment-participative management; salary, recognition, reward and promotion; teamwork and cooperation; training program, career development; working condition; communication; family-friendly policy; cooperate culture; compensation; job itself; organization as a whole; emotional exhaustion; performance management; recruitment; demographics; co-worker relations. Although different research brings out different sets, there are

still some main elements considered to be crucial factors that appeared on most of the researches. Those factors are believed to have greater impact on job satisfaction. They are: supervisor support, fringe benefits, teamwork, working environment and training.

Supervisor supportive behaviour has been found to be related to employee job satisfaction (Griffin, Patterson & West, 2011). Fringe benefit is the material and non-material incentives the company offer to its employees to commit them to the company. In other words, fringe benefits are incentives that employees receive in addition to their wages and salaries during active job duty and in addition after retirement (OECD, 2007). Fringe benefit includes three main parts: obvious benefits, foregone labour benefits and hidden benefits (Hayes & Gaskell, 2007).

According to the result of Artz (2010), fringe benefits are significant and positive determinants of job satisfaction. Fringe benefit is also believed to have a profound impact on employee loyalty. It plays as a motivator factor that helps to improve employee performance and to reduce employee turnover (Kasper et al., 2012). It is suggested that teamwork is a collaborative and shared activity that is directed towards a common goal. Effective teamwork can motivate employees and improve employee performance and self-efficacy.

This increases motivation and self-efficacy through teamwork can be a source of employee autonomy, significance, bonding with team members and satisfaction (Griffin, Patterson & West, 2011). Working environment includes all the factors about the job such as all the facilities for doing the job, comfortable workplace and ventilation, safety workspace, and the degree of noise. These factors influence employee job satisfaction since employees want a working environment that provides more physical comfort (Ceylan, 2008). When this is provided by the firm, employee job satisfaction increases.

The relationship between working environment and job satisfaction had been proved by many researchers. It is shown that working environment is a critical factor in determining the level of employee job satisfaction (Chang et al., 2010; Jun et al., 2006). Employee training provides opportunities to employees widen their knowledge and abilities for more efficient teamwork and achieve individual development. Jun et al. (2006) asserts, when workers receive self-development training, the level of their job satisfaction is higher than those without such training.

When employees attend training programs, they gain self-confidence of making their jobs, they perceive career development opportunities and they think that their companies make investment in them (Jun et al., 2006). As result of this positive situations, employee job performance increases. Traditionally, employee loyalty meant the ability to stay with the organization in long term. It based on the premise that employee loyalty could be measure by the amount of time one work for the company or organization (Silvestro, 2012). However, as the economic is changing: downsizing, cooperate restructuring had made the definition of employee loyalty change.

Employee service delivery cannot be measured by the time they are working for the company alone, it need to include the amount of commitment employee makes when they are on the job (Phaneuf, 2013). According to Reichheld (2013), loyalty is the willingness of an employee invests in or sacrifices for the

organization to strengthen a relationship (Reichheld, 2013). Thus, loyalty is characterized by the intention to engage with the organization in long term, which plays a positive role in retention of members in the organization. While job satisfaction mainly focuses on the attitude of employee toward his current job, employee loyalty explores a wider framework, which is employees' attitude toward the organization (Chen, 2006).

According to Chang et al. (2010), employee job performance is an antecedent to employee loyalty. Some other studies such as Jun et al. (2006) and Arsi et al. (2012) also consistently report a strong relationship between organizational loyalty of employees and employee job satisfaction. Empirical evidence also suggests a positive relationship between employee job satisfaction and loyalty of employees (Fletcher and Williams, 2006). Employees who feel satisfied with their jobs will most likely be more loyal to organization than unsatisfied employees (Kim et al., 2005). Once the employee job satisfaction increased, the degree of organizational loyalty of employee also raised higher. On the other side, once the employee job satisfaction is decreased, it will lead to the decrease of employee loyalty, employee morale and the increase of job turnover. Low job satisfaction could also cause employees to recede from their jobs, seek new jobs, or change their current jobs and careers.

2.3.2 Criticisms to Empirical Review

The reviewed literature has not been able to address a number of areas and other factors that affect employee service delivery. For instance, whenever a group of people is put into a work situation, there's potential for conflict which hamper overall service delivery. People bring to the job differing work habits, ethics, and modes of expression, and differences of opinion are bound to arise. It's not possible to eliminate conflict from a workplace, but establishing clear guidelines for work responsibilities, promotion practices, and scheduling issues can go a long way toward creating a harmonious environment. Periodically reviewing employee responsibilities is necessary to make sure that one or a few employees don't end up doing a disproportionate share of the work. If it turns out that some employees do less than their share on a consistent basis, you can bet the other employees recognize this and have some intense feelings about the situation.

Intervention is necessary; if the problem is lack of skills, make sure the poorly performing employee gets the training needed. If it's an issue of poor time management or lack of organization, there are plenty of classes available in those skills; offer to pay for them and strongly urge the employee to attend. When personal conflicts do arise, have a policy for resolving them. Provide mediation and counselling opportunities for employees, and make sure they feel comfortable using them. If a conflict becomes serious enough to threaten the harmony and efficiency of the workplace, you may need to require mediation for the parties involved. Finally, keep an eye on the dynamics of different departments. Some may run very smoothly most of the time, while others seem to be in constant conflict. If that happens, you may need to take a good look at the management of the poorly functioning department; your department head may have a management style that invites conflict rather than serving to resolve it.

Workplace design needs to take into account of a wide range of other necessary factors that may be affecting service delivery. Creating better and higher performing workplace requires an awareness of how workplace impacts behaviour and how behaviour itself drives workplace performance and service delivery. Joroff et al. (2013) argues that in the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics: it performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions.

III. RESEARCH METHODOLOGY

The research employed a descriptive design comprising of both quantitative and qualitative data collection approaches. Descriptive research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form, such as scores on a test or the number of times a person chooses to use a-certain feature of a multimedia program, or it can describe categories of information such as gender or patterns of interaction when using technology in a group situation. Descriptive research also involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection (Glass & Hopkins, 2004).

The target population of the study comprised of 210 Management and staff members of WRMA Nairobi County, Kenya. The target population was distributed in four cadres which are; the Senior Management, Middle Level Management, Officers and Support Staff.

Table 3.1: Composition of Staff

Target population	Size
Senior Managers	24
Middle managers	40
Officers	78
Support Staff	68
Total	210

Source: WRMA

The researcher used Yamane formula to come up with representative sample. The Yamane formula is as follows;

$$n = N / [1 + N(\epsilon)^2]$$

Where n is the size of the sample, N is the size of the study population while ϵ is the deviation of the sample (error term). Based on Ngechu (2004) argument, the researcher considers confidence level at 95% with 5% error term. Hence, using total population of 210 and error term of 5%, the sample size is as calculated below:

$$n = 210 / (1 + 210 * (0.05)^2) = 138$$

A representative sample size of 138 was used for this study because of the need to represent the target population in the study and the need to have a well spread representative group across

strata. The sample also was enough to represent the salient features of the target population.

The study applied both probability and non-probability sampling procedures to obtain the number required for the study from WRMA in Nairobi County. The probability sampling which was used was stratified and simple random sampling. From each stratum, simple random sampling was then applied to arrive at 138 out of 210.

Further, across each stratum, the respondents were distributed as shown in table 3.2:

Table 3.2: Sample Size

Study population	Size	Sample size Ratio= 138/210	Actual Respondents
Senior Managers	24	0.657	16
Middle managers	40	0.657	26
Junior Officers	78	0.657	51
Support Staff	68	0.657	45
Total	210	0.657	138

Both stratified and simple random sampling techniques were used in the study. In selection for sampling techniques, this study was concerned with the principle that the sample had to reflect the population. This technique was used to ensure that the target population is divided into different homogenous strata and each stratum was represented in the sample in a proportion equivalent to its size in the population. From each stratum, simple random sampling was then applied to arrive at 138 out of 210. Simple random sampling was used to ensure that each member of the target population was an equal chance of being included in the sample.

Questionnaires consisting of structured and non structured questions were used to collect data from the top management; middle level management, officers and support staff of Water Resources Management Authority. The structured questions were used to collect quantitative and qualitative data by analyzing the following variables: Job description, working relationships, staff turnover and staff motivation. The researcher asked for permission to carry out the research from the General Manager, Water Resources Management Authority, Nairobi County, Kenya.

Primary data for the study was collected by way of self-administered questionnaires. The questionnaire had two sections: the first section was to seek demographic data of the respondent while the other section focused on the link between job description, working relationships, staff turnover, staff motivation and service delivery. For the lower cadre staff, the researcher administered the questionnaires in person in order to guide the respondents on what would be required of them.

In order to test validity of data collection instruments, the researcher sampled questionnaires, picked 14 respondents of the target population before the actual research period for a sample study. This helped the researcher to attest how reliable the data collected by the questionnaires would be. To ensure consistency in the data resulting from this study, measures such as isolating

respondents to ensure that answers to specific questions are not discussed were employed during data collection to limit interference with the integrity of the results. In this study, reliability of the data was ascertained by pre-testing the questionnaire with a selected sample of employees from WRMA to avert biasness.

The initial phase of analysis involved coding of the raw data into an orderly sequence of information in the form of tables. Content analysis was performed on the data to allow for in-depth understanding of the issues in the case. Nachmias and Nachmias (2006) noted that content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same approach to relate to trends. The data obtained after performing content analysis was cleaned and interpreted to form useful information. In this study, data was analysed using mean, frequencies and standard deviation.

According to Miller (2011), descriptive statistics is used to describe collected data. In this study, the objective data categorization methodologies were used to isolate and highlight relevant trends. Averages, dispersion frequencies and percentages accurately served this purpose. There was further processing for presentation of results in a variety of tables, graphs and charts using Ms Excel. Conclusions were then drawn from the findings and recommendations made.

IV. SUMMARY OF FINDINGS, POLICY RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH

4.1 Summary of Findings

4.1.1 Gender Category

A total number of 45 female and 93 male water resource management authority staff of Nairobi County was sampled. This represents a gender sample percentage of 32.6% and 67.4% respectively. The third gender rule was factored and therefore the sample is thus sufficient as the views of both sexes are captured in the research.

4.1.2 Age category

The study established that the water resource management authority employs officers of the age of 18 years and above. The finding shows that WRMA has more officers in the 46-60 years age bracket (39.9%) while 23.2% are in the age bracket of 18-30 an indicator that few youthful staff has been employed in the recent past.

4.1.3 Management level

The study requested the respondent to indicate their management level in the organization. From the study findings, majority of the respondents as shown by 37.0% percent were in the junior officer management level, 32.6 percent were support staff management level, 18.8% percent of the respondents were middle level managers. These findings depict that all the management levels in the water resource management authority were captured in this study.

4.1.4 Length of service

The respondents were requested to state the years they had worked with WRMA. The results showed that most officers had worked for 10 years (29.2%) and 6.6% had worked for four years. On average the staff had worked for 8 years this is an

indicator that WRMA has been doing minimal recruitment of the staff which can be attributed to low staff turnover

4.1.5 Regression analysis

This section presents a discussion of the results of inferential statistics. The researcher conducted a multiple regression analysis so as to investigate the factors affecting service delivery in state corporations in Kenya: a case study of Water Resource Management Authority. The researcher applied the statistical package SPSS version 21 to code, enter and compute the measurements of the multiple regressions for the study. Findings are presented in the following tables

Table 4.1: Results of regression of service delivery (SD) and its determinants

Predictor variable	Coefficients	P-value
(Constant)	48.857	0
job description(JD)	0.236	0.022
Working relationship (WR)	-0.084	0.517
Staff turnover (ST)	-0.504	0.0
Staff motivation (SM)	0.673	0
$R^2 = 0.372$ Adjusted $R^2 = 0.353$		

The estimated equation is $SD = 48.857 + 0.236JD - 0.084WR - 0.504ST + 0.673Sm$

4.1.6 Factors affecting staff service delivery at State Corporations

The main objective of the study was to determine factors affecting staff service delivery at state corporations. The research found out that job description, staff motivation, Staff turnover and working relationship affect service delivery. Considering the service delivery and independent variables, table 3 indicates that 35.3% of variation in service delivery is explained by job description, staff motivation, Staff turnover and working relationship.

Job description was found to have a positive coefficient which shows that it was directly proportional to service delivery. This means that an increase in any of job description led to better service delivery. It also means that a decrease of job description led to poor service delivery. The study found out that working relationship had a negative coefficient, which means that any decrease in working relationship, led to increase in service delivery and an increase in working relationship led to a decrease in service delivery.

It was established that staff turnover had a negative coefficient, which means that any decrease in staff turnover led to increase in service delivery. It also means that an increase of staff turnover would lead to a decrease in service delivery. The study found out that staff motivation had a positive coefficient which shows that it was directly proportional to service delivery. This means that an increase in staff motivation led to better service delivery. It also means that a decrease in staff motivation would lead to poor service delivery.

4.2 Recommendations

It is recommended that capacity building on service delivery be done to organizations especially to state corporations

in Kenya both existing and upcoming. This is because service delivery is an integral part of any organization and this will help in ensuring overall performance of the organizations. It is also recommended that WRMA should enrich job descriptions to its members of staff in order to improve service delivery.

WRMA should find a way of reducing working relationships in the organization in order to achieve better results. WRMA should work towards reducing the level of staff turnover in order to increase service delivery. Further, WRMA should implement the outcome of this study by increasing staff motivation in order to improve service delivery.

4.3 Areas for Further Studies

The same research could be done but data be collected from different sources. This could include various state corporations in Kenya so as to enable better generalization of the results. Another research study could also be carried out to determine other factors that affect service delivery in state corporations in Kenya other than those covered in this study.

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