

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Organisational Culture and Public Service Delivery of Huduma Centres in Kenya

Faith Mwendu Mutegi

Lecturer, Department of Tourism and Hospitality, Kenya Methodist University, Kenya

Dr. Susan Nzioki

Lecturer, Department of Business and Economics, School of Business and Economics,
Kenya Methodist University, Kenya

George King'oriah

Professor, Department of Land Economics, Technical University of Kenya, Kenya

Abstract:

In Kenya, Huduma centres was established as a result of inefficient public service delivery, which led to corruption and was both time consuming and costly. The study assessed the impact of organizational culture on Hudumacenters' public service delivery, as well as the mediating effect of government policies on public service delivery. The research was based on the concept of competing values framework. The study employed a descriptive research design. The target population was branch managers of the 52 Huduma centres, 1456 supervisors and 1456 public customers from the government ministries offering public services in Huduma centre branches. Multi-stage probability sampling was used. Both primary and secondary data was used. Primary data used self-administered questionnaires and Secondary data from reviewing relevant literature and government statistics. Pilot study measured validity and Cronbach's alpha measured reliability. Inferential data analysis was used and it involved correlation coefficient (r) and linear regression analysis, which looked for the strength and degree of relationship between the variables. The findings revealed a positive significant low linear relationship between public service delivery and organizational culture, and there was positive significant moderate linear mediating relationship between government policies and public service delivery. Therefore, organizational culture is significant but does not influence public service delivery in Hudumacentres. Furthermore government policies don't have any mediating effect between organizational culture and public service delivery. Based on the findings, the study recommends organizational culture to be reviewed often for any changes, in order to ensure continuous improvement and sustainability in the work practices. The culture of accountability and transparency on leadership and open communication should be reevaluated to check if there are any deficiencies. On employee commitment, the respect of law and observance of public service values should also be followed up to find out if indeed they are being applied in the public service. Unity of direction should also be revised and ensure that ministries don't have their own regulations, norms and standards. More so, decentralization of roles from the centres should be well coordinated. Further study of human resource practices in the public sector is recommended.

Keywords: Organizational culture, Competing values framework, Servqual model, New public management and Public service delivery

1. Introduction

Due to globalization and the changes in the aspirations of the public customer needs, the organisational culture of being able to distinguish between public interests and organizational interests, has tremendous effect on potential effectiveness and efficiency of the public service delivery. Values on ethics conflict with the practice of professionalism in the delivery of public services. Even with ethical values embedded in the system, misconduct is evident in the public service delivery, which challenges the notion of accountability to such an extent it affects public trust. Organizational culture, according to Yirdaw (2016), is the glue that holds nonhuman resources and human resources together in an organization to foster teamwork and high efficiency. Furthermore, Schneider et al. (2014) described organizational culture as the norms that employees consider to be their work environment, and these norms affect how employees act and adjust in order to achieve organizational goals. The way that organizational participants communicate with each other and with all other stakeholders is referred to as organizational culture (Simoneaux & Stroud, 2019).

Increasing global choices of human resource practices don't give much attention towards the ever changing trend of global competitiveness and modern advancements. Human resource practices are incomplete and are biased and in certain cases give wrong forecasts and understanding by assuming a general inclination to agree on certain types of human resource functions. Ignoring sustainability of human resource management practices means to ignore opportunities and benefits of productivity in sustainability and losses are made when sustainability is disregarded (Kaufman, 2016, Bányai, 2019).

The old bureaucratic system of the public service was characterised by inefficiency, bred corruption and wasted time. There were endless queues in public offices, during which countless hours were wasted. Therefore, this inefficiency caused corruption to ensue, setting in motion a vicious cycle that has tormented countless people and cost the nation billions of dollars. The strategy for delivering public services is centred on optimising the experience of the citizen. This is accomplished through a variety of public service delivery networks. These public services include: Huduma Centres; citizen service centres with a single point of contact to provide national government services (Mutuku, 2015).

Organisational culture that incorporates work professionalism and meeting interest of the general public is very important. There are more than ethical values that would ensure accountability and public trust in public service delivery. Employee loyalty to his or her work and to the government helps better public service delivery. Corporate culture plays a big role in aligning the organization's potential business growth. In a good organizational culture, members of the organization have shared views about the organization and are aligned with organizational principles (Flamholtz & Randle, 2012, Chuda and Wyrwicka, 2016, Schopohl et al., 2020).

Within a healthy corporate culture, managers encourage their workers to participate in strategic decision-making processes. Furthermore, according to Cauchick Miguel (2015), employee participation in the corporate decision-making process is important for improving efficiency. Employees can develop a sense of ownership and responsibility when they participate in organizational decision-making (Bhatti et al., 2020). Employees' loyalty and dedication to the company increase significantly if they develop a culture of ownership and responsibility, even if they are not closely supervised (Nikpour, 2017).

Responsive and clear contact is used by corporate managers with a good organizational culture to empower workers and improve service quality (Kohtamäki et al., 2016). Organizational participants can quickly exchange relevant information around the company in an open communication culture (Simoneaux & Stroud, 2019). The mission, according to Handayani et al., (2018), involves a specific path and vision, strategic decisions and purpose, and organizational priorities and objectives that are used by firm managers to guide organizational activities.

Government policies help to ensure that there is strong and sustained collaboration between the public servants, which is very important and this collaboration should remain for the entire term of the government. Public perception of the government towards the delivery of public services is crucial for sustained general public confidence. There should therefore be high cohesiveness among the drivers of public policy that is, the ministers and the public servants. The constant changes in leadership have a positive or negative impact on performance of the public service since every change in leadership brings with it new approaches and strategies. These changes in new approaches and strategies bring confusion, uncertainty and inconsistency in delivery of services when policies keep being changed (Nwasike & Maina, 2018).

Government principles interventions that implements policy actions will be reflected in the decisions of whether to implement them or not. Most of the government's decisions emerge from a situation that is a 'problem'. This happens when the citizens bring it up as a problem or a crisis that renders an otherwise tolerable policy and its consequences intolerable. Government policy problems mostly are collective action problems which cannot be solved individually but need interventions of a third-party mostly to put into effect agreements. The government has potential power; on the other hand it varies in its willingness to use this power in various ways. The government suggests solutions for the citizens to take voluntarily (FitzGerald et al., 2019).

1.1. Purpose of the Study

- To determine the effect of organisational culture on public service delivery of Huduma centres in Kenya
- To determine the mediating effect of government policies on public service delivery of Huduma centres in Kenya

1.2. Problem Statement

Strategic implementation of human resource practices is the key to realizing Huduma centres public service delivery effectiveness. Vision 2030 agenda focuses on quality improvement and performance in public service delivery, as well as changing the mind set and mentality of public servants. Today there is more public demand and new challenges which need a creative public service delivery methodology. Delivery of any service to the public, requires the system designer to first consider the human element involved (Reader, 2017).

Organizational culture has inefficiencies associated with cultural and attitudinal aspects that lead to fear and discomfort of employees towards reforms. In addition, there is insufficient behavioural and attitude improvement for skills development in the public sector. Furthermore, Organizational culture research by Misigo and Moronge (2017), Nyabuti et al (2017), Cacciattolo, (2014), Owoyemi and Ekwoaba, (2014) does not reveal the ambiguous nature of an organizational culture to organizations. Government policies are also slow in implementation which leads to poor service delivery standards against best practices (GoK, 2017).

However, they have not shown that government policies can interfere with performance of public service delivery due to bureaucracy. This in turn affects negatively, the shared responsibility that help to achieve better delivery of services.

2. Literature Review

2.1. Competing Values Framework

The competing values framework (CVF) is used to evaluate the organizational culture as a strategic human resource practice in the public service delivery. Competing values framework was developed by Quinn and Rohrbaugh in 1983 who sought to find out what makes organisations effective.

The competing values framework is built on two dimensions: horizontal and vertical dimension as shown in figure 1 below. These assessments create a base for the purpose of diagnosing the culture of an organizational. There is vertical axis area which is flexibility, which means, development and spontaneity, and the control which is continuity and stability. The lateral axis area forms internal orientation, which is, improvement and maintenance, and external section, which is, interaction and adaptation. The two aspects create four different quadrants, that is, the clanculture, the adhocracy culture, the market culture, and the hierarchy culture. These quadrants characterize the main types of organizational culture. The four typologies are represented by a set of values that are distinct, defining the way organizations operates and its efficiency and effectiveness (Yu & Wu, 2009, Sandrk&Huemann, 2016).

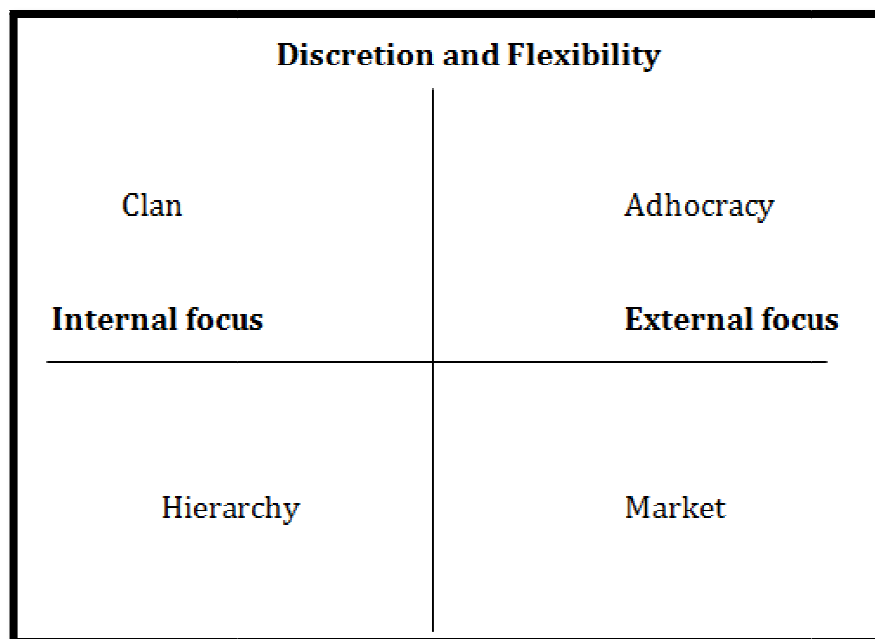


Figure 1: Competing Values Model
Control and Stability
Source: (Quinn and Cameron, 1999)

To start with, is the clan culture has an internal focus and also is strengthened by a structure that is adaptable. Clan culture thrives on confidence and loyalty, as well as increased efforts to improve employee communication (Cameron et al, 2006). Moreso, there is an association, membership behavior and teamwork activities within the organization. The maximum outcomes in the clan culture enhance satisfaction, morale and commitment of the employees (Cameron & Ettington, 1988). Clan as a culture leans towards the emphasizes of human factors, mainly geared towards sharing values among people, giving emphasis to teamwork empowerment and creating an environment that emphasizes on human relationships. Clan culture shows itself on fashioned work environment, that has infrastructure and provisions which encourage proper application of values in the constitution. Its main aim is to create long-term employee development that has great morale and cohesion (Song et al., 2016).

Secondly, adhocracy culture on flexible, adaptive, and innovative ways of organizations. Such type of organizations easily take up risks to engage more of the inventions and the resources in order that more profits are acquired more by means of appreciating new technology, modern systems, approaches and attitudes. Organizations that are able to fit into the dynamics of the environs are usually more maintainable compared to the ones that are rigid. (Misigo et al., 2019) postulates that adhocracy culture encourages employees to focus on the satisfaction of the customer and offer support to initiatives that will help adopt the changes in the environment. Creating and adopting the right organizational culture like the adhocracy cultures is very important in enhancing and retaining workers' loyalty to the company. Reason being that adhocracy culture has significant role in an organizations overall performance and success. This is because adhocracy culture affects job contentment and performance. Adhocracy culture focuses on quality, timeliness, effectiveness and efficiency (Njagi et al., 2020).

Market culture is focused on the outside world, and the structure of the organization is strengthened by control mechanisms. This way of doing things stresses on effectiveness so as to meet the needs and the expectations of the stakeholders. To ensure efficiency and effectiveness in organizational performance, clear aims, goals and objectives and remuneration systems are created to facilitate employee development. A characteristic of market culture is a goal-oriented attitude moving to high productivity as well as competitiveness. In the long run, the purpose of market culture has been to

accomplish the laid down goals of the organization through using competitive strategies (Yu & Wu, 2009, Lee & Chang, 2020).

The hierarchy culture has an internal focus and is held by means of a corporate structure which is strengthened by means of an internal mechanism of control. Employees of the organization have a tendency of expecting predictability and conformity. Furthermore, the management value outcomes like zero-error recognition, performance, longevity, and thoroughness. Organizations with a hierarchy culture emphasize directives, laws, and regulations to regulate employees' jobs. Predictability, stability, and smooth operations are indicators of organizational effectiveness. Internally, the hierarchy-type organization is based on its activities, aiming for a high level of integration. Organizational leaders also work to create and execute strategies for positioning their company in order to improve results. Organizations must endure and improve their efficiency in order to thrive (Ferreira, 2014, Teräväinen et al., 2018).

A balance among the four different cultures of; adhocracy, market, hierarchy and clan cultures, is very important. It is more possible for an organization to fail if one culture dominates. Hierarchy culture is mostly found in the public service compared to other culture types. In addition, public sector organisations naturally, are not very focused on the market and are moreso, interested with agendas of politics. In reaction to political action and legislation, the public sector's organizational culture seems to be more reactive than constructive. Politicians make decisions, and public workers provide services that are paid for by politicians. Reactive nature of public sector organisations claims that the old methods and attitudes have developed professional dominant culture in the public institutions. As a result, public sector organizations have become unresponsive to evolving demands and risk-averse when it comes to creativity (Chidambaranathan&Swarooprani, 2016, Parker & Bradley 2000, Windrum, 2008, Christie report, 2011).

Public service human resources have strong social values in comparison to private sector organisations. Ethics in the Public Sector consists of a culture of the organisation's which encourages the employees in it. This supports the notion that public organizations, usually, have a cultural history and a cultural stance that is 'integrated. The integrated cultural outlook is where basic values, opinions, and beliefs are held by everyone in the company Nonetheless, public sector organisations are complex, with a possibility of an existing number of different cultures. This means that methods, the focus on the market, procedures, as well as the results have different approaches, consumer orientation, processes, and outcomes. The hierarchy culture is usually more common in public organisations. The public service organisations are usually not very market oriented and in addition are more interested in political agendas rather than anything else (Greasley et al., 2009, Drumm, 2019).

Quinn & Rohrbaugh, (1983) established six main aspects of organizational culture are formed by the elements in the four cultural dimensions: To begin, there are the major characteristics: teamwork and a feeling of belonging, level of innovation and dynamism, goal-orientedness and competitiveness, dependence on processes, and an emphasis on performance. The second type of leadership is organizational leadership, which refers to the leadership style and approach that encompasses the organization. Mentor, facilitator, innovator, broker, developer, operator, organizer, and monitor were among the positions listed. Thirdly, employee management demonstrates how workers are handled, as well as the degree of consultation, engagement, and agreement, as well as the working climate. The fourth one is the organizational glue. This shows cohesion and cooperation, loyalty and dedication, entrepreneurship and versatility, rules and regulations, target focus, and competition. All these bonding mechanisms keep an organization together. Fifth, there is the strategic emphasis which involve organizational strategy triggers that include long-term human capital development, innovation, sustainability and competitiveness, advancement and acquisition, goal achievement, and finally, the success criteria that show how success is defined and who is rewarded profits, market share and market penetration, sensitivity to customers and concern for people, establishment of new services and products, optimum cost. The Competing values framework is helps human resources management in the public service be able to find weaknesses, strengths, and advancement opportunities. In this course a fourth dimension, motivational trait was added in competing values framework in order to capture the conflicting principles of mind and heart that often control human resource management attitudes and decisions Motivational trait identifies intrinsic benefits of soft human resource management besides laying too much emphasis on the hard aspects of human resources (Grabowski et al., 2015).

Competing values framework (CVF) works to address uncertainty in organizations. The Competing values framework suggests that people who continuously come together must create internal mechanisms and processes that ensure feasibility of the internal functions. Organizations should look at environmental changes and come up with ways of renewing and adapting, like developments and innovation and being able to function flexibly. Balancing modern developments by an organization is very important. When an organization over emphasizes on one thing while ignoring others, it seems not to exist (Quinn & Rohrbaugh, 1983).

According to Yu & Wu, (2009) competing values framework is very convenient for practical operations in organizations. Rukh & Qadeer, (2018) postulates that, culture diagnosis, is very important, especially in public service delivery due to the complex and dynamic social, political and economic environment. Organization development initiatives succeed through a change of culture. If culture diagnosis is ignored or misunderstood, the organization may not achieve its full potential in productivity. This goes hand in hand with creating a balanced focus between the internal processes and the external aspects of the business environment that may influence the organization in one way or the other. This balanced focus enables the organization to plan ahead and to focus more on the required needs of the organization (Zlatković, 2018).

Employee's beliefs, values, attitudes to change in the public service are very important. Readiness for change and the understanding of change factors in the environment is very important in organizational culture of an organization. Culture affects employees' understanding of time and the place, and also their understanding of authority and work behaviors and schedules. Employee motivation is also affected by the organizational culture. A motivational approach can

lose or gain its motivational influence in varying cultural environments. Therefore desires of individuals that do not contradict with their work environment should be fulfilled. Organizations should be aware of their own unique organizational cultures and lay emphasis on the motivational methods that will motivate employees in regard to a specific type of culture adopted rather than applying the same or a general motivational tool on every employee. This contributes to the understanding of the behaviors of employees in the public service, and to directing employee behaviors towards organizational goals and objectives (Can, 2018).

2.2. *New Public Management Model*

The New public management (NPM) explains mediating variable of government policies. New public management entails techniques and practices of management derived from management of the private sector. New public management initiatives place a greater focus on public management rather than traditional government administration. New public management is characterised by decentralization of management of government services : the development of autonomous agencies as well as the devolved budgets and financial regulation, the increased use of markets and competitiveness in the public services provision , such as subcontract and other market type mechanisms, and a greater emphasis on performance, outputs, and customer focus, the advancement of technology, and the growing and use of international management consultants a In developing nations, main factors involve lending conditions and a growing focus on good leadership, as well as external influences and structural reform programs (Islam, 2015).

MoresoBouckaert (2018), postulates that New Public Management involves a significant change in the principles of the way public sector is managed in both developed and developing countries to varying degrees. The new public management agenda reform is based on improving public administration competencies in order to better monitor output based on outcomes. (Islam, 2015) states that external factors such as political, economic, social, cultural, and technological factors have influenced shifts in new public management

2.3. *Empirical Literature*

The strength of organizational culture is reflected in a firm's continuity, according to research findings. Furthermore, Handayani et al. (2018) found that engagement and ability to adapt principles of culture of an organization has a direct effect on service delivery, while quality and mission principles have an indirect impact on organizational success. Adaptability and continuity are linked to a positive association in strengthening organizational efficiency while on the other hand, discovered a connection between organizational purpose and service delivery.

However, according to Gheta (2017), there's also no theoretical evidence to develop expertise of managers who work in the field of corporate culture effectiveness in enhancing business efficiency. Those employees and company executives, who develop mutual respect, competence as well as support, combine their skills and experience to improve service delivery (Miguel, 2015).

Sengottuvel and Sengottuvel, (2020), postulate that all dimensions of organizational culture are found to have a major impact on service delivery, with strategic emphasis being one of the most important indicators of organizational success. However, According to Nikpour (2017), organizational culture has an indirect effect on service delivery because it is mediated by employee contribution to the organization. Organizational culture and service delivery have a relationship that is positive. The case study findings also show that such an effective corporate culture is an important aspect in service delivery (Simonaux& Stroud, 2019).

Leithy (2017), found no evidence of a significant link of organizational culture and success. Furthermore, organizational performance can be attributed to both job-related behaviors and work behavior regarding organizational performance. The majority of research concluded that there exists good link between firm culture and provisions of services. However, current empirical results suggest that there is no such connection between organizational culture and organizational success.

MoresoYosinta, (2016) sought to investigate the relation between corporate culture, public sector management and government sector performance. The project had run into a number of issues, many of which were thought to be caused by organizational culture. This had been anticipated that better performance would necessitate a transformational change in the civil service's organizational culture mostly in pursuit of market-based or modern public management principles. According to the results of the study, there was no dominant culture in the provinces. Rather, it was discovered that having a strong culture is significant, supported by participative leadership and appropriate management. There was also the leadership style that was deemed to have an impact on whether public services worked well; this seemed to be done by a combination of tasks and people attention. As a result, rather than a transformational cultural change, more effective management and leadership may be needed.

Misigo et al. (2019) investigated the impact of the organizational culture of Kenya's Ministry of Water and Irrigation on employee success in the public service. The study looked at the connection between organizational culture and efficiency. The study established the influence of organizational principles, communication, remuneration policies, and mission on job success. The results showed that organizational principles, communication, incentive programs, and mission all had a positive impact on success. According to the research, there should be policies in the civil service which address these variables because they were found to have a positive impact on the organization's success. Only the Ministry of Water and Irrigation was included in the research. The study concluded that organizational principles were critical to the organization's overall success.

According to Maina (2016), the culture of transformational stewardship influences service delivery in Kenyan county administrations. In a descriptive and correlational analysis, the primary data was collected utilizing a standardized questionnaire. The study looked at 363 county executives from Kiambu, Kirinyaga, Murang'a, Nyandarua, and

Nyeri counties in Central Kenya of various management categories. The sample size was 90 respondents, and stratified random sampling design was utilized. In addition, descriptive statistics and regression analysis were performed. The findings reveal strong positive linear associations between intra - personal traits, operating mentality, inter - personal traits, as well as consciousness of change, all of which have been shown to have a major influence on delivery of services. Change consciousness is important for county operations; therefore, effective communication methods are required to keep up with the dynamism that devolution brings. Political influence should be minimized, and standards should be set up to establish type of experts required in county management roles. To grasp corporate environment, they should also improve their personal competencies. County governments must improve efficiency and hence provide good service, boost recruitment levels, particularly in county health facilities.

Hassan et al., (2017) also agree that the culture of transformational leadership style has a moderating effect on integrated service strategy and service delivery in Kenyan Huduma centers. A cross-sectional survey research approach was used in this study based on leadership and new public management theories. Employees at Huduma centers made up the target population. The methods employed were stratified random sampling. The study engaged the participation of 335 persons. Primary data was collected via questionnaires, and validity was determined using a pilot test. The data was analyzed using both descriptive and inferential statistical methods. Results showed that the association between integrated service strategy and service delivery was influenced by the organizational culture of transformational leadership style.

According to Kahuari et al., (2019), there exists positive substantial relationship between the culture of an organization on transformational leadership and Huduma center efficiency in Nairobi County. Study used a descriptive research design. The study's participants were 281 people who were chosen from five Hudumacentres in Nairobi County. The study's respondents were chosen using simple random and stratified sampling approaches. A total of 165 employees comprising of managers, counter and service representatives from the five HudumaCentres were included in the study. Primary data was collected through questionnaires. Multi regression analysis was used to examine the data. Despite the fact that technological efforts and change management are thought to have an impact on organizational performance, HudumaCentres were not adopting relevant technology and change management activities to a great extent. In this regard, the study suggests that increasing organizational competitiveness will be a difficult challenge unless Hudumacentres management accepts technological initiatives and change management approaches. Cronbach's alpha was used to examine the internal reliability of each variable in the study. According to the results, leadership styles have moderates the relationship between e-government and delivery of services. The links between the notions of e-government and service delivery were affected by both transformational and transactional leadership styles.

Ngari (2017) posits that, increased competitiveness and globalization, has a link between temporal time management and employee performance. As evidenced by allegations of unrelenting financial and managerial troubles, Kenya's service state corporations have not performed as intended. Service state corporations must constantly innovate, improve their performance, and promote their products and services competitively in order to be self-sustaining. The control of temporal time is critical to reaching this goal. The overall goal of this study was to see if there was a link between workplace chronemic work culture and employee productivity in Kenyan service sector companies. To choose a sample of employees from the service state corporations, the researcher utilized an explanatory survey study methodology and simple random procedure. The study produced both qualitative and quantitative results. Multiple regression models were employed in this study. 342 employees responded out of 375 who were targeted in various categories. Cronbach's alpha is used to measure reliability. The study's findings revealed that workplace chronemic culture is an important area in which an employer should focus in order to establish a positive work environment.

2.4. Government Policies

According to Onyango&Mbatha, (2019), sufficient government policy guidelines on public service delivery yields citizen satisfaction and enhance employee effectiveness in the government service. This was through evaluating the effect of performance contracting and the influence it has on service delivery in the public sector. The study was conducted in Eldoret West Sub County's 'National Government Administration' in Kenya. Research assessed stewardship in finances, HR function as well as resolving public complaints and the effect they have on public service delivery. The New Public Management model was used. The study was carried out with the help of a descriptive survey research design. The public that use government services was the target group, and quota sampling approach was used to pick a sample of 170 respondents. Quantitative together with descriptive analysis of data was used in the study. There was a positive moderate association of the study variables and public service delivery. This is to mean that public service delivery is driven by a combination of factors most of which emanate from government policies. The study suggested that the national government administration continue to develop capacity among its employees and the public customer on the financial accountability process, which is tied to the public service human resource management. Optimal use of allocated funds would inevitably result in increased budget, leading to improved developed processes. Citizens would be happier because of increased proximity office equipment and services too. Accountability is improved by financial stewardship of employees which in turn leads to transparency in public service delivery. Through periodic monitoring and evaluation on performance contract helps in communication, as a factor in service delivery. The idea of human resource management should improve performance of public service employees in public service delivery.

Adam (2020) believes that the African continent's legal, economic, and political system influence the practices of human resource management because African nations are undeveloped and rely on aid from international superpowers to thrive. As a result, numerous HRM variables and concepts are frequently misapplied or abused by employees or the company's personnel. Labor commissions try to resolve HRM issues so employers together with the government may

address their grievances and meet their demands in the right way. However, politics in Africa is dominated by greed and corruption. Furthermore, Africans have a distinct approach to politics compared to developed nations. They have not been able to sustain constitutional legal rights that have been abused and misused to the greatest extent possible. Due to lack of integrity, Africa's politics suffocate any accurate HRM practice. Most governments make appointments based on political influence or political party connection rather than HRM recruitment methods.

Riany et al., (2018), shows that government policies like e-government are able to hasten public sector reforms and develop public service delivery. The study assessed the effect of Kenya's strategy of e-government enactment on efficiency of service delivery. The study further, highlighted, the e-government projects, the role of projects on the Kenyan public service delivery performance. This was to find out if the projects had solved the issue regarding public service delivery effectiveness, as well as to gain a better understanding of crucial success aspects, consequences, advantages, as well as challenges of e-government service delivery initiatives, as well as to examine the coping mechanisms of e-government service delivery measures from the perspective of Kenya's public service delivery. The research utilized descriptive analysis method, with 4163 employees as the target population in the management sections in government ministries, departments and agencies. Convenient sampling procedure was adopted and a sample of 423 respondents from five key government institutions was picked in Nairobi. 205 questionnaires were administered. One sixty nine (169) questionnaires were filled and returned. These ministries, departments and agencies included Kenya Revenue Authority, The National treasury, Huduma centers programme in the 'Ministry of Devolution and Planning' and Government Human Resource Information System initiative and Ministry of Finance. The study revealed that strategy for e-government improves the public performance service in the Kenyan nation. The study used new public model and technology diffusion theory.

M'Mugambi et al., (2020) conducted research about reforms of the public sector and adherence to public service ethos of the public service in Kenya's county administrations. According to the study, public service changes are meant to improve public service delivery so as to be more responsive to the needs of the citizens and make sure there is ethics in service delivery. Many countries in Africa made amendments which had different outcomes and impact on ethic very important for advancing the public service and enhancing compliance with ethics of public sector.

Lapunte and Van de Walle (2020) investigated whether New Public Management (NPM) reforms in government establishments increased in terms of quality and effectiveness of policy implementation. There is debate over whether NPM reforms, defined as a method of arranging public services to improve output efficiency and efficacy, are effective. They've been criticized of bringing techniques of the private sector into the public sector as well as attitudes that potentially conflict with key public ideals like impartiality and equity. There are insufficient systematic and objective empirical tests of how reforms of NPM affect delivery public services. NPM's success (or failure) is determined by the contexts of administration, politics, as well as policies in which it is implemented. It's difficult to describe NPM since it was founded on the ideological or at least emotional-premise that sectors of the public, particularly western republics were inefficient and become too bloated. NPM is a broad notion, practically with any change in any public-sector in recent years is already labeled NPM, even when it didn't share fundamental principles. Furthermore, NPM is linked to a number of reforms that are not only diverse but also occasionally contradictory.

According to Aritonang (2017), e-government system is one among the major strategies which shifted the standard of services of the public from traditional to modern. Its implementation is linked to the public administration reform policy, which expected to raise the quality and performance of public service delivery. The predicted improvements appear to necessitate both simultaneous and synergistic efforts across several disciplines, such as adequate finance and sustained political will from Indonesia's national and local governments. This study employs empirical and qualitative methods to examine policy implementation and contemporary issues in local and federal administration. According to the findings, there is a false perception or belief that the e-government system is the sole way to improve public service. The public authorities are unaware that improvement is also dependent on other essential variables such as budgetary assistance, technology maintenance, e-government management work culture, and other technical concerns. To explain and assess the research concerns, a descriptive and qualitative technique was adopted. Several policies closely related to the establishment of e-government and e-public service in Indonesia were used in this study. It was also backed up by empirical evidence from both the national and local levels of government. Despite the fact that Indonesia has widely implemented public administration reform policies and programs, implementing e-government in Indonesia has proven to be more difficult than anticipated. It will take vast and coordinated efforts, as well as appropriate finance and constant political will. The use of e-government does not always imply any improvement in public service quality, but as a result of a long and strict service culture.

According to Fei et al., (2019), government sectors are undergoing transformative change due to the growing relevance of quality development globally. The improvement of a citizen's self-confidence is critical for public service delivery. The government has pledged to enhance the quality as well as effectiveness of service delivery through innovation. Since the workplace conditions in Malaysia's civil service moves faster, the appraisal system is a smart method which has been put in place so as to achieve this. The participants in this study are from various Malaysian states. The results add to informed recommendations for efforts to increase employee perceptions as well as bring more reforms inside the line of work which the government of Malaysia should proceed in the framework of agencies of government so as to improve and sustain a system of quality services and hence help in customer satisfaction. The results reveal that as employees' personal growth, self-improvement, creativity, organizational development, and technological enhancement increase, the responsibility of quality service delivery time increases. Unfortunately, companies are more concerned with the organization's productivity than with customer service and quality. 350 employees completed a questionnaire for the

top management team. Customers' sample size was 843 based on individuals who received services from various government ministries. Statistical software for the social sciences version 22 was used to analyze the data.

Solomon & Klyton (2020) examined influence of digital technology on 39 African countries experiencing economic growth. Using a measure of digitalization to determine the amount to which the use of digital technology helps growth. The impact of individual, business, as well as government usage of ICT on productivity is distinguished, and it is shown that only usage by individuals has positive effect. Two variables, social media as well as the relevance of ICT facilities in vision of the government, also are important for advancement, according to a differentiated examination of types of use.

Alahakoon and Jehan (2020) did a study on public service delivery efficiency. A field survey was used to gather information. The ICT regime was introduced in 20 representative government departments as well as ministries in Sri Lanka. Data on effectiveness of government service delivery following introduction of ICT was obtained using a questionnaire with a 5-point likert scale issued to 400 respondents. According to the findings, most public services are not operating at ideal levels of efficiency, and also there is more that can be accomplished through improvement of performance methods implemented by the Sri Lankan government's numerous agencies.

In South Korea, Shin and Jhee (2021) looked into the mediating effects of the capacity of local government management. The findings show that decentralization has a significant negative influence on satisfaction of public service that is not mediated by capacity of local management through structural equation modeling. Even when local management ability is boosted through more decentralization, individuals' satisfaction does not improve due to decreased expectations surrounding decentralization in Korea. Both budgetary and administrative decentralization don't influence public service satisfaction. On the other hand, both fiscal as well as administrative decentralization factors have positive significant influence on the capacity and performance of local governments. Korean citizens favor the central government's role in providing national public goods. Decentralization is neither a necessary nor sufficient prerequisite for boosting residents' happiness with government services, according to the findings. The Korean example also illustrates that a country's level of democratization is not determined by the central government's deliberate delegation of authority as well as resources to local administrations. When it pertains to organizational transparency and effectiveness, balance of power between national and local governments might be a more essential than diminishing centralized authority or expanding local authority. In Korea, a highly democratized society managed by a powerful central authority, reveals decentralization has no direct positive influence on citizen contentment.

Gautam (2020) postulates that governance and public service delivery are intended to successfully manage limited resources in order to provide services to a nation's population. Citizens, on the other hand, are denied critical knowledge and infrastructure as a result of a lack of coordination, individual political benefits, as well as political inclusion. This restriction has a negative impact on social well-being in addition to economic costs. The difficulty of coordination has plagued public administration, preventing it from achieving its goal of serving citizens in various ways. Coordination between organizations, as well as agencies and departments increases a country's transparency, information accessibility, institutional capability, and innovativeness. However, bureaucracy, a lack of transparency, a lack of monitoring, capacity gaps, and a lack of inter-agency cooperation hinder the public service delivery system and make it difficult to provide efficient services to citizens. The easy flow of information aids in the management of the process of service provision and monitoring their operations to eliminate fraud and also make the system highly transparent to citizens. Assessment of Indian public administration was based on the pragmatic research philosophy. Descriptive study design is used.

Roland (2017) did research in Mauritius on measures to promote institutional innovation, transformation, and inclusion to better delivery of public services. Many government regimes have been focusing on developing creative ways to enhance delivery of public services in recent years. Mauritius has made significant progress in improving the quality of its public service delivery through institutional innovation, inclusion, and transformation. However, if the government is to meet its millennium development goals, additional work must be done. Being aware of the potential roadblocks to strategy implementation will aid in avoiding or overcoming them. It will improve government's capacity to foresee and react to a wide range of difficulties in today's society.

According to Maina (2016), political meddling is a key source of concern in county decision-making. As a result, professionals, not politicians, should be in charge of county affairs. Guidelines should always be implemented to establish the types of professionals who should serve in positions of county leadership. Complaint management mechanisms should be enhanced as well, so that customers have equal access to them. Furthermore, respondents believe that resources should be managed more carefully, as they believe that money given to counties was misappropriated to a moderate amount for the purposes for which they were intended. To further establish the e-government initiative in Kenya's public sector, a deliberate policy framework should be built. As a result, more services should be supplied in Huduma centers, employees' capacity should be built, public awareness should be raised, more Huduma centers should be established, and resources should be allocated to assist e-government in the centers. To minimize complexity such as delays, there is a need to improve coordination between the back office (mother departments) and Huduma centers. It is proposed that a strategy be developed to decentralize Huduma services in the counties without referring them to Nairobi's headquarters and mother ministries, departments, or organizations. In accordance with Article 232 of Kenya's 2010 constitution, this will result in faster decision-making and consequently better service delivery.

3. Methodology

Descriptive research design was adopted in this study.

A mixed technique approach was also applied in this investigation. The target audience consisted of all 52 Hudumacenters in Kenya, as well as 52 branch managers and 1456 supervisors from those centers. In order to rate public

service delivery, a public consumer was also included in the sample, totalling to 1508 people. The sample was done in stages. When there is no sample frame and the population is distributed over a broad area, multistage sampling is typically used (Sedgwick, 2015; Chauvet, 2015). The researcher employed structured self-administered questionnaires to gather data. Cronbach's alpha was employed to determine the level of reliability. The data was analyzed and presented using descriptive and inferential statistics in SPSS version 20.

3.1. Response Rate

A total of 360 section supervisors and branch managers were sampled as respondents. 82 respondents did not respond to the questionnaire. This led to 278 questionnaires for managers and supervisors, having been duly answered and valid for data analysis representing a valid response rate of 77.2%. An equal number of 278 public customer respondents in Hudumacentres were sampled at the Huduma centre counters to respond to public service delivery.

Factors	Cronbach's Alpha	Comment
Organizational culture	0.961	Accepted
Public service delivery	0.880	Accepted
Government policies	0.729	Accepted

Table 1

The results in table 1 reveal that organizational culture, public service delivery and the mediating variable of government policies had coefficients above 0.70. Cronbach, (1951) indicated that 0.70 coefficient or higher indicates that the data is highly reliable. Therefore, those constructs that were used to measure the factors were accurate. This implies that the questionnaires were sufficient as a tool for data collection and that the questionnaires helped the study obtain reliable information from the respondents.

3.2. Respondents Characteristics

There were more female managers and supervisors (57.9%), than male (42.1%) participated in the survey. public customers that participated where male (50.4%) was more than the female (49.6%). This shows there is a fairly balanced gender from the Huduma centers from which the information was obtained. This also shows that there was no discrimination on the basis of gender. Most managers and supervisors that responded to the survey, 39.2% (n=109) were aged 30-39 years, followed by 24.8% (n=69) who were aged 20-29 years followed by 24.5% (n=68) who were aged 40-49 years followed by 11.2% (n=31) who were aged 50-59 years. The least was those aged below 20 years who represented 0.4% (n=1) of the respondents. Out of all the public sampled, majority, 45.3%, were aged 20-29 years, followed by 26.3% who were aged 30-39 years, followed by 11.5% who were aged 40-49 years, followed by 6.2% who were aged below 20 years. The least were the elderly, 5.8% aged 50-59 years and 3.6% who were aged 60 years and above. From the results, it is found out that majority of those who seek the government services in Huduma centers are the youths and the middle aged. This helps to understand opinions about the study variables since public service delivery is all about motivation. Majority of managers and supervisors were bachelor's degree holders (36.3%), closely and the Diploma holders (36.7%), and followed by master's degree holders (11.5%), secondary school certificate holders at 9.7%, PHD holders (0.4%) and college certificate (0.4%) who were the least. Majority of the respondents, 36.0%, showed that they had certificates in secondary school as their highest standard of education, followed by 23.4% who had attained a bachelor's degree followed by diploma holders (22.3%), followed by primary school certificates (9.4%), followed by 3.6% who had a postgraduate diploma, followed by 2.2% who had pursued their Master's degree, followed by 1.4% who were certificate holders and 0.7% who were PHD holders. The least, 0.4% were those without any education. From the findings, the public customers have the minimum education requirement to respond on service delivery of Huduma centers in Kenya.

On gender, majority of 66.2% (n=184) were married, 33.8% were single. This helps to understand in depth about the study variables. It helps also understand workforce diversity in Hudumacentres which is a factor in employee motivation at the workplace in turn enhancing public service delivery of Hudumacentres in Kenya. The majority of the branch managers, indicates that, 32.5%, earned a net monthly salary of Kshs. 80,000 - 99,000, followed by 22.5% who earned a net salary of Kshs. 20,000 - 39,000, followed by 17.5% who earned a salary of 100,000 and above, followed by 15% who earned a salary of 60,000 - 79,000 and finally 12.5% who indicated they earn a salary of Kshs. 40,000 - 59,000. For the supervisors, most of them earned a net salary of Kshs. 20,000 - 39,000 (31.5%) followed closely by 27.7% who earned 40,000 - 59,000, followed by 14.3% who earned 60,000 to 79,000 followed by 11.3% who earned 80,000 - 99,000. Few, 5.9%, were found to earn below 20,000 as well as 100,000 and above. Majority of the branch managers were found to earn a basic salary of Kshs. 60,000 and above on average as most have experience and higher education earning a considerable higher net salary as compared to the section supervisors. Income levels help in the understanding of what motivates employees. (Ashraf et al., 2014)

3.3. Organizational Culture

The researcher sought to analyze organizational culture and the influence it has on provision of public services by Hudumacentres in Kenya.

Organizational Culture	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Standard Deviation
There is a culture of transparency and accountability due to open communication	48.9	36.2	11.2	2.6	1.1	4.291	0.851
Culture change has improved the image of Huduma centre	49.1	38.2	9.7	3.0	0.0	4.483	2.606
Every ministry offering their services through Hudumacentres have their own regulations norms and standards	38.1	40.8	9.4	9.8	1.9	4.034	1.020
There is accountability of work in Hudumacentres	57.4	35.5	4.2	2.3	0.8	4.464	0.749
There is respect for the rule of law in HudumaCentres	59.2	34.0	3.8	2.3	0.8	4.487	0.744
There is observance of public service values in Hudumacentres	59.9	33.3	5.2	0.0	1.5	4.502	0.733
Composite mean and standard deviation						4.4	1.1

Table 2: The Influence of Organizational Culture on Public Service Delivery

From the research findings in Table 2, the composite standard deviation is 1.1, and the aggregate mean value is 4.4. This implies that the respondents agreed that employee training influence public service delivery. There is a culture of transparency and accountability due to open communication shown by 4.291, mean value and 0.851, standard deviation. Culture change has improved the image of Huduma centre as depicted by 4.483 mean values and 2.606, standard deviation. Research outcomes pointed out that every ministry offering their services through Hudumacentres have their own regulations norms and standards shown by a standard deviation of 1.020, and a mean of 4.034. The research findings pointed out that there is accountability of work in Hudumacentres with a mean value of 4.464 and 0.749, standard deviation.

The results indicated that the rule of law is respected in Hudumacentres which are expressed by 4.487 mean and 0.744, standard deviation. Study findings established that observance of public service values is found in Hudumacentres. This is clearly shown by 4.502 mean, and a value of 0.733, standard deviation.

3.4. The Influence of Public Service Delivery in HudumaCentres in Kenya

According to the findings, majority of (48.2%) of the public customers did agree that the services employees deliver in Huduma centers are of good quality, 39.5% strongly agreed, 7.6% remained neutral, 4.7% disagreed and no one strongly disagreed that the services employees deliver in Huduma centers are of good quality. Research also show that a majority 47.1% of the public customers agreed that employees are highly engaged in their work of serving clients, 40.6% strongly agreed, 7.2% remained neutral, 4.7% disagreed and 0.4% Of the public customers strongly disagreed that employees are highly engaged in their work of serving clients satisfactorily.

The research also established that a majority of 39.4% of the respondents agreed that there is quick response to clients' needs, 37.6% strongly agreed, 15.3% remained neutral, 6.2% disagreed and 1.5% strongly disagreed that there is quick response to clients' needs. More so, on whether the location of Huduma Centers is accessible, reliable and convenient to customers, majority 39.9% of the respondents strongly agreed, and 35.1% agreed, 13.8% neither agreed nor disagreed, and 10.1% disagreed and 1.1% strongly disagreed.

The research went further to find out if the services offered in Huduma center are reliable and the majority of 43.5% of the respondents agreed, 40.2% strongly agreed, 12.3% remained neutral, 3.6% disagreed and 0.4% strongly disagreed. The respondents also confirmed with the majority of 46.2% agreeing that Huduma centers fully conform to and fulfill the provisions of the constitution and expectations of the public, 42.5% strongly agreed, 8.0% remained neutral, 2.9% disagreed and 0.4% strongly disagreed. Research findings also show that there is responsiveness to citizens' needs in Huduma centers with the majority of 52% agreeing, 37.5% strongly agreeing, and 6.9% neutral, 2.5% disagreed and 1.1% strongly disagreed. On matters concerning professionalism in Huduma Centers, research findings show that a majority of the respondents strongly agreed, 41.2% agreed, 8.4% neutral, 3.6% disagreed and a minority of 0.7% of the respondents strongly disagreed.

The findings also show that a high number of respondents 46% strongly agreed that there is respect for the rule of law in Huduma Centers, 43.1% agreed, 6.9% neutral, and 3.6% disagreed and a minority of 0.4% strongly disagreed. Finally the findings showed that 45.1% of the respondents agreed that there is observance of public service values in Hudumacentres, 42.5% strongly agreed, 8.4% remained neutral, 3.3% disagreed and 0.7% strongly disagreed. According

to the findings, public service delivery is effective and efficient. This is shown by an aggregate mean of 4.2 and a standard deviation of 0.8

3.5. Government Policies

The researcher analyzed the mediating variable of government policies on public service delivery in Hudumacentres.

3.6. The Mediating Effect of Government Policies on Public Service Delivery of HudumaCentres in Kenya

Government policy was indicated by 5 items. On the first item, the results indicated that government policies influence public service delivery in Huduma centers (M=4.24, SD=0.859) with majority, 88.7% agreeing. The second item was on priorities in political developments and whether they influence public service delivery in Hudumacentres. The respondents were found to agree (M=3.51, SD=1.165). The third item asked whether economic resources available influence public service delivery in Hudumacentres from which the respondents agreed (M=3.99, SD=0.953). The respondents again agreed that the Government budgets did influence public service delivery in Hudumacentres (M=4.18, SD=0.940). Lastly on Government policies, the participants were asked whether laws that define institutional processes influenced public service delivery in Hudumacentres. The respondents agreed on average (M=4.02, SD = 0.933). On average, the respondents agreed that government policies had an influence on public service delivery (M=4.00, SD =0.643). This is a clear indication that government policies play a critical role in enhancing effectiveness of public service delivery.

3.7. Hypothesis Testing Using Multi Regression Analysis Model

Multiple regression analysis was performed to assess the influence of organizational culture on public service delivery of Hudumacentres in Kenya and the mediating effect of government policies.

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.207	.470		4.697	.000		
	OC	.059	.083	.045	.716	.475	.818	1.222
2	(Constant)	2.061	.393		5.241	.000		
	OC	.007	.070	.005	.100	.920	.814	1.228
	M	.464	.043	.580	10.881	.000	.799	1.252

a. Dependent Variable: PSD

Table 3: Model Coefficients for Multi Regression Model - Hypothesis Results

According to table 3 it shows that, in the first model, Organizational Culture (OC); $\beta = 0.059$, $p = 0.475$ was insignificant. In the second model government policies has insignificant mediating effect on the relationship between Organizational Culture (OC) and PSD ($\beta = 0.007$, $p = 0.920$). As indicated by p value which is less than 0.05 at 95% confidence level

Results of the study shows that in the first model, the p value on Organizational Culture was insignificant as it was greater than 0.05 ($p = 0.475$). Therefore the null hypothesis was not rejected and it was concluded that Organizational Culture do not influence on public service delivery of Hudumacentres in Kenya

4. Summary of the Findings

From the results, it was found that majority of those who seek the government services in Hudumacenters are the youths and the middle aged. From the findings, the public who were sampled were found to have the minimum education requirement to respond to public service delivery of Huduma centers in Kenya. Therefore, it is concluded that the respondents both the supervisors, branch managers and the public customers were well placed to give adequate and reliable information. On the marital status of the Huduma centre managers and supervisors, majority of 66.2% were married, 33.8% were single.

Research findings show that there is the organization culture of transparency and accountability due to open communication. Culture change has improved the image of Huduma centre. The research findings pointed out that every ministry offering their services through Hudumacentres have their own regulations norms and standards. The research findings pointed out that there is accountability of work in Hudumacentres. The findings pointed out that there is respect for the rule of law in HudumaCentres. The findings established that there is observance of public service values in Hudumacentres. On average the respondents agreed that organizational culture influence public service delivery of Huduma centres in Kenya with a composite mean of 4.4 and a standard deviation of 1.1

Results indicated that government policies have a mediating effect on public service delivery in Huduma centers with a mean of 4.24 and a standard deviation of 0.859. Respondents agreed that priorities in political developments influence public service delivery in Hudumacentres. The third item asked whether economic resources available influence public service delivery in Hudumacentres from which the respondents agreed. The respondents again agreed that the Government budgets did influence public service delivery in Hudumacentres. Lastly on government policies, the participants were asked whether laws that define institutional processes influenced public service delivery in Hudumacentres. On average, the respondents agreed that government policies have a mediating effect on public service

delivery with a composite mean of 4.00, and a standard deviation of 0.643. This is a clear indication that government policies play a very important role in enhancing the effectiveness of public service delivery.

Dependent variable public service delivery has a mean of 4.2 and a standard deviation of 0.8. This implies that there was a moderate response of the influence of strategic human resource practices on public service delivery of Hudumacentres in Kenya. Hypothesis results in the multi regression model reveal that in the first model Organizational Culture had $\beta = 0.059$, $p = 0.475$ insignificant because it's greater than 0.05. The second model Regression analysis showed the mediating effect of government policies and the relationship between strategic human resource practices and public service delivery. Government policies had insignificant mediating effect on the relationship between organizational culture and PSD ($\beta = 0.007$, $p = 0.920$).

5. Conclusion

Organizational culture was agreed by the majority of the respondents to have an influence on public service delivery of Hudumacentres in Kenya. From the research findings, there is a culture of transparency and accountability due to open communication. Culture change has also improved public service delivery of Hudumacentres. The research findings pointed out that every ministry offering their services through Hudumacentres have their own regulations norms and standards.

This means that there is no uniformity in strategic implementation of human resources practices in the public service delivery in Hudumacentres. The research findings pointed out that there is accountability of work in Hudumacentres. The findings pointed out that there is respect for the rule of law and that there is observance of public service values in Hudumacentres.

Organizational culture has a positive significant low linear relationship with public service delivery of Hudumacentres in Kenya. There was a positive coefficient of correlation 0.170 (statistically significant as $p = 0.005$ with $p \leq 0.01$) between strategic implementation of organizational culture and public service delivery of Hudumacentres in Kenya.

Hypothesis results show that the p value on organizational culture was insignificant as it was more than 0.05 ($p = 0.475$ with $p \leq 0.05$). Thus there was no rejection of null hypothesis and it concluded that organizational culture do not influence public service delivery of Hudumacentres in Kenya

Study findings indicated that government policies mediated public service delivery in Huduma centers with a composite mean of 4.00 and a standard deviation of 0.643. The findings also show that priorities in political developments influence public service delivery in Hudumacentres. Furthermore, the economic resources available influence public service delivery in Hudumacentres from which a majority of the respondents agreed. It was also agreed that the government budgets did influence public service delivery in Hudumacentres. Lastly a majority of the respondents agreed that laws that define institutional processes influenced public service delivery in Hudumacentres. Government policies were found to have a positive and statistically significant moderate mediating relationship with public service delivery. This was indicated by a correlation coefficient of 0.594, $p = 0.000$ with $p \leq 0.01$. This is a clear indication that government policies play a very important role in enhancing the effectiveness of public service delivery. Results of the hypothesis shows that government policies did not have significant mediating effect between the relationship of organizational culture and PSD, as indicated by the p values of 0.920 for organizational culture.

6. Recommendations

The study recommends that:

Organizational culture should be reviewed often for any changes, in order to ensure continuous improvement and sustainability in the work practices. The culture of accountability and transparency on leadership and open communication should be reevaluated to check if there are any deficiencies. On employee commitment, the respect of law and observance of public service values should also be followed up to find out if indeed they are being applied in the public service. Unity of direction should also be revised and ensure that ministries offering services through Huduma centers don't have their own regulations, norms and standards. This is against the mandate of the strategic framework for human resources in the public service. More so, decentralization of roles from the centres should be well coordinated.

Government policies that are not working should be removed, the policies that are working should be improved and government should also add to the policies that might enhance the working efficiency of strategic human resource practices to make them better and stronger. These can be policies on priorities in political developments which should be reexamined to identify those that influence at a greater extent so as to achieve maximum and timely productivity. In addition, political influences like corruption and petty bureaucracy that may hinder effectiveness of the strategic human resource practices should be avoided. Government budgets that take time to be decentralized especially in the counties can be reviewed. Government laws should also be upheld and closely monitored to ensure the right practices are observed. Lastly there should be a robust monitoring and evaluation of policy implementation so that performance gaps can be identified early enough in order to advise policy change and help measure performance of the future process of policy making. There should be inclusive stakeholder participation during the process of making policies as well as putting the policies into practice to ensure they are inclusive and well crafted.

7. References

- i. Adam, A. (2020). Modern Challenges of Human Resource Management Practice in Job Placement and Recruitment within Organizations in the African Continent. *Journal of Human Resource Management*, 8(2), 69-75. <https://doi.org/10.11648/j.jhrm.201200802.14>

- ii. Alahakoon, M. U., & Jehan, S. N. (2020). Efficiency of Public Service Delivery-A Post-ICT Deployment Analysis. *Economies*, 8(4), 97. <https://doi.org/10.3390/economies8040097>
- iii. Aritonang, D. M. (2017). The Impact of E-Government System on Public Service Quality in Indonesia. *European Scientific Journal, ESJ*, 13(35), 99. <https://doi.org/10.19044/esj.2017.v13n35p99>
- iv. Bhatti, A., Rehman, S. U., & Rumman, J. B. (2020). Organizational capabilities mediate between organizational culture, entrepreneurial orientation, and organizational performance of SMEs in Pakistan. *Entrepreneurial Business and Economics Review*, 8(4), 85-103. <https://doi.org/10.15678/eber.2020.080405>
- v. Bouckaert, G. (2018). Christopher Pollitt: Walking his talk, talking his walk. *Public Administration*, 96(3), 431-432. <https://doi.org/10.1111/padm.12538>
- vi. Bányai T. (2019). *Sustainable human resource management*. MDPI.
- vii. Cacciattolo, K. (2014). Understanding Organizational Cultures. *European Scientific Journal*, 2, 8. <https://ejournal.org/index.php/esj/article/view/4782>
- viii. Can, M. (2018). Tools of Motivation According to the Competing Values Framework in Organizational Culture Types: An Implementation in Accommodation Establishments. *AfyonKocatepe University Journal of Social Sciences*, 20(3), 251-260. <https://doi.org/10.32709/akusosbil.468653>
- ix. Chauvet, G. (2015). Coupling Methods for Multistage Sampling. *The Annals of Statistics*, 43(6), 2484-2506. <https://doi.org/10.1214/15-aos1348>
- x. Chidambaranathan, K. S., & Swarooprani, B. R. (2016). Knowledge Management and Organizational Culture in Higher Educational Libraries in Qatar. *Qatar Foundation Annual Research Conference Proceedings Volume 2016 Issue 1, 2016(1)*. <https://doi.org/10.5339/qfarc.2016.sshapp530>
- xi. Christie Report. (2011). *Report on the Future Delivery of Public Services by the Christie Commission*. Scottish Government. <http://www.gov.scot/Publications/2011/06/27154527/0>
- xii. Chuda, A., & Wyrwicka, M. (2016). Impact of Organizational Culture Perception Efficiency of Workers Enterprise - Case Study Impact of Organizational Culture Perception Efficiency of Workers Enterprise - Case Study. *Research in Logistics and Production*, 6(5), 429-441. <https://doi.org/10.21008/j.2083-4950.2016.6.5.5>
- xiii. Cronbach, L. J. (1951). Coefficient Alpha and the Internal Structure of Tests. *Psychometrika*, 16(3), 297-334. <https://doi.org/10.1007/BF02310555>
- xiv. Drumm, M. (2019, March 1). *Culture Change in the Public Sector*. Iriss. <https://www.iriss.org.uk/resources/insights/culture-change-public-sector>
- xv. Fei, W., Selvanathan, M., Supramaniam, M., Suppramaniam, S., & Xu, Y. (2019). Quality Service Delivery Systems among Government Agencies in Malaysia. *International Journal of Innovation, Creativity and Change*, 5(2), 995-1020. <https://www.researchgate.net/publication/337484581>
- xvi. Ferreira, A. I. (2014). Competing Values Framework and its Impact on the Intellectual Capital Dimensions: Evidence from Different Portuguese Organizational Sectors. *Knowledge Management Research & Practice*, 12(1), 86-96. <https://doi.org/10.1057/kmrp.2012.62>
- xvii. FitzGerald C., O'Malley E., & Ó Broin D. (2019). Policy Success/Policy Failure: A Framework for Understanding Policy Choices. *Sciendo*, 67(2), 1-24. <https://doi.org/10.2478/admin-2019-0011>
- xviii. Flamholtz, E. G., & Randle, Y. (2012). Corporate Culture, Business Models, Competitive Advantage, Strategic Assets and the Bottom Line: Theoretical and Measurement Issues. *Journal of Human Resource Costing & Accounting*, 16(2), 76-94. <https://doi.org/10.1108/14013381211284227>
- xix. Gautam, A. (2020). Role of Coordination in Effective Public Service Delivery System. *Journal of Public Administration and Governance*, 10(3), 158. <https://doi.org/10.5296/jpag.v10i3.17205>
- xx. Ghta, M. (2017). The Influence of the Culture in the Style of Leadership. *Annals of 'SpiruHaret'. Economic Series*, 17(1), 73. <https://doi.org/10.26458/1716>
- xxi. Grabowski, L., Neher, C., Crim, T., & Mathiassen, L. (2015). Competing Values Framework Application to Organizational Effectiveness in Voluntary Organizations. *Nonprofit and Voluntary Sector Quarterly*, 44(5), 908-923. <https://doi.org/10.1177/0899764014546488>
- xxii. Greasley, K., Watson, P., & Patel, S. (2009). The Impact of Organisational Change on Public Sector Employees Implementing the UK Government's 'Back to work' Programme. *Employee Relations*, 31(4), 382-397. <https://doi.org/10.1108/01425450910965432>
- xxiii. Handayani, M., Robiani, B., & Tjandrakirana, R. (2018). The Effects of Organizational Commitment, Organizational Culture, Leadership Style, Functional Position and Motivation on Auditor Performance. *Proceedings of the 4th Sriwijaya Economics, Accounting, and Business Conference*. <https://doi.org/10.5220/0008438702180224>
- xxiv. Hassan, A. M., Mike, I., & Guyo, W. (2017). Integrated Service Approach and Service Delivery in HudumaCentres in Kenya: The Moderating Effect of Transformational Leadership Style. *European Journal of Business and Social Sciences*, 6(2), 302 - 314. <http://www.ejbss.com/recent.aspx/>
- xxv. Islam, F. (2015). New Public Management (NPM): A Dominating Paradigm in Public Sectors. *African Journal of Political Science and International Relations*, 9(4), 141-151. DOI: 10.5897/AJPSIR2015.0775
- xxvi. Kahuari, N. G., Muraguri, C., & Kinyua, G. (2019). Transformational Leadership Practices on Performance of HudumaCentres in Nairobi City County, Kenya. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 2(2), 227-245. https://www.iajournals.org/articles/iajile_v2_i2_227_245.pdf
- xxvii. Kaufman, B. E. (2016). Globalization and Convergence-Divergence of HRM across Nations: New Measures, Explanatory Theory, and Non-Standard Predictions from Bringing In Economics. *Human Resource Management Review*, 26(4), 338-351. <https://doi.org/10.1016/j.hrmr.2016.04.006>

- xxviii. Kohtamäki, M., Thorgren, S., & Wincent, J. (2016). Organizational Identity and Behaviors in Strategic Networks. *Journal of Business & Industrial Marketing*, 31(1), 36-46. <https://doi.org/10.1108/jbim-07-2014-0141>
- xxix. Lapuente, V., & Van de Walle, S. (2020). The effects of New Public Management on the Quality of Public Services. *Governance: An International Journal of Policy, Administration and Institutions*, 33(3), 461-475. <https://doi.org/10.1111/gove.12502>
- xxx. Lee, S., & Chang, S. (2020). A Study on the Competing Values Framework: Focusing on the Application of Eunmin S&D's Corporate Culture. *Korean Review of Corporation Management*, 11(4), 319-337. <https://doi.org/10.20434/kricm.2020.11.11.4.319>
- xxxi. Leithy, W. E. (2017). Organizational Culture and Organizational Performance. *International Journal of Economics & Management Sciences*, 06(04), 1-6. <https://doi.org/10.4172/2162-6359.1000442>
- xxxii. Maina, R. A. (2016). *Effect of Transformational Stewardship on Service Delivery by County*
- xxxiii. Miguel, P. A. C. (2015). Receiving a National Quality Award Three Times. *The TQM Journal*, 27(1), 63-78. <https://doi.org/10.1108/tqm-10-2010-0027>
- xxxiv. Misigo, G. K., Were, S., & Odhiambo, R. (2019). Influence of Adhocracy Culture on Performance of Public Water Companies in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 84-103. http://www.iajournals.org/articles/iajhrba_v3_i5_84_103.pdf
- xxxv. Misigo, M. B., & Moronge, M. (2017). The Influence of Organizational Culture on Employee Performance in Kenya's Civil Service: A Case of the Ministry of Water and Irrigation. *The Strategic Journal of Business & Change Management*, 4(4), 993-1009. <http://www.strategicjournals.com>
- xxxvi. Mutuku D. (2015, January 14). How Huduma is Transforming Public Service. *The Standard Kenya*. <https://www.standardmedia.co.ke/commentary/article/2000169141/how-huduma-is-transforming-public-service>
- xxxvii. M'Mugambi, D. K., Okeyo, W., & Muthoka, M. (2020). Public Sector Reforms in Compliance with Public Service Ethics: The Case of County Governments in Kenya. *African Journal of Emerging Issues*, 2(9), 76-98. <https://ajoeijournals.org/sys/index.php/ajoei/article/view/128/153>
- xxxviii. Ngari, C. (2017). Relationship between Workplace Chronemic Culture and Employee Performance among Service State Corporations in Kenya. Jomo Kenyatta University of Agriculture and Technology. <http://ir.jkuat.ac.ke/handle/123456789/2416>
- xxxix. Njagi, A. W., Nugget Kamau, J., & Muraguri, C. W. (2020). Adhocracy Culture and Strategy Implementation: An Application within Professional Bodies in Kenya. *International Journal of Business and Management*, 15(9), 47. <https://doi.org/10.5539/ijbm.v15n9p47>
- xl. Nwasike, J., & Maina, D. (2018). *Key Principles of Public Sector Reforms: Commonwealth case studies*. Commonwealth Secretariat.
- xli. Nyabuti, J. K., Chepkilot, R., & Zakayo, C. (2017). Influence of Organizational Culture on the Employee Performance in the Civil Service in Kenya. *African Research Journal of Education and Social Sciences*, 4(1), 18-26. <http://arjess.org/influence-of-organizational-culture-on-the-employee-performance-in-the-civil-service-in-kenya>
- xlii. Onyango, M. A., & Mbatha, J. (2019). Government Administration in Kenya: Case of Eldoret West Sub-County. *Journal of Public Administration and Governance*, 9(2), 300-324. <https://doi.org/10.5296/jpag.v9i2.14855>
- xliii. Owoyemi, O., & Ekwoaba, J. (2014). Organizational Culture: A Tool of Management for Management Control, Motivate and Performance Enhancement. *American Journal of Business and Management*, 3(3), 168-177. <https://doi.org/10.11634/216796061403514>
- xliv. Parker, R., & Bradley, L. (2000). Organizational Culture in the Public Sector: Evidence from Six Organizations. *International Journal of Public Sector Management*, 13(2), 125-141. <https://doi.org/10.1108/09513550010338773>
- xlv. Quinn, R. E., & Rohrbaugh, J. (1983). A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis. *Management Science*, 29(3), 363-377. <https://doi.org/10.1287/mnsc.29.3.363>
- xlvi. Reader C. (2017, September 26). *Theory of Human Service Delivery*. Bizfluent. <https://bizfluent.com/about-6740366-service-marketing-mix-.html>
- xlvii. Riany, G. K., Were, S., & Kihara, A. (2018). Influence of e-Government Strategy Implementation on the Performance of Public Service Delivery in Kenya. *International Journal of Strategic Management*, 7(2), 32-49. <http://www.ijssse.org>
- xlviii. Roland, G. (2017). An Elaboration on Measures to Promote Institutional Innovation, Transformation, and Inclusiveness to Enhance Public Service Delivery. *Review of Public Administration and Management*, 05(02). <https://doi.org/10.4172/2315-7844.1000220>
- xliv. Rukh, H., & Qadeer, F. (2018). *Diagnosing Culture of Public Organization Utilizing Competing Values Framework: A Mixed Methods Approach*. <https://papers.ssrn.com/abstract=3174569>
- i. Sandrk, I. N., & Huemann, M. (2016). Organizational Culture of the Croatian Construction Industry. *Engineering, Construction and Architectural Management*, 23(2), 237-260. <https://doi.org/10.1108/ecam-02-2015-0019>
 - ii. Schopohl, L., Urquhart, A., & Zhang, H. (2020). Female CFOs, Leverage and the Moderating Role of Board Diversity and CEO Power. *Journal of Corporate Finance*, 101858. <https://doi.org/10.1016/j.jcorpfin.2020.101858>
 - iii. Sengottuvel A., & Sengottuvel, U. S. (2020). The Influence of Organizational Culture on Organizational Performance (The Case of DebreBerhan University). *IOSR Journal of Business and Management*, 18(10), 56-64. <https://doi.org/10.7176/iel/10-1-03>

- liii. Shin, G., & Jhee, B. (2021). Better Service Delivery, more Satisfied Citizens? The Mediating Effects of Local Government Management Capacity in South Korea. *Asia & the Pacific Policy Studies*, 8(1), 42-67. <https://doi.org/10.1002/app5.316>
- liv. Simoneaux S., & Stroud C. (2019). Corporate Culture Key to Success with Analytics. *Volume 38(6)*. <https://doi.org/10.1287/orms.2011.06.05>
- lv. Solomon, E. M., & Klyton, A. V. (2020). The Impact of Digital Technology Usage on Economic Growth in Africa. *Utilities Policy*, 67, 101104. <https://doi.org/10.1016/j.jup.2020.101104>
- lvi. Song, Y., Le, Y., & Wang, Y. (2016). Impact Mechanism of Organizational Culture on Organizational Effectiveness from Competing Values Framework Prospective In Chinese Context. *2016 IEEE International Conference on Information and Automation (ICIA)*, 338-342. <https://doi.org/10.1109/icinfa.2016.7831847>
- lvii. Teräväinen, V. J., Junnonen, J., & Ali-Löytty, S. (2018). Organizational Culture: Case of the Finnish Construction Industry. *Construction Economics and Building*, 18(1), 48-69. <https://doi.org/10.5130/ajceb.v18i1.5770>
- lviii. Windrum, P. (2008). Innovation in Public Services: Entrepreneurship. *International Journal of Public Administration*, 32(11), 992-993. <https://doi.org/10.1080/01900690903094933>
- lix. Yirdaw, A. (2016). Quality of Education in Private Higher Institutions in Ethiopia. *SAGE Open*, 6(1), 215824401562495. <https://doi.org/10.1177/2158244015624950>
- lx. Yosinta, O. (2016). *Organizational Culture and Good Governance in the Public Sector: The Case of Provincial Administration in Thailand* [Doctoral dissertation]. <https://core.ac.uk/download/pdf/71999464.pdf>
- lxi. Yu, T., & Wu, N. (2009). A Review of Study on the Competing Values Framework. *International Journal of Business and Management*, 4(7), 37-42. <https://doi.org/10.5539/ijbm.v4n7p37>
- lxii. Zlatković, M. (2018). Organizational Effectiveness in Bosnia and Herzegovina: A Competing Values Approach. *Strategic Management*, 23(4), 15-25. <https://doi.org/10.5937/straman1804015z>