



DETERMINANTS OF PROVISION OF QUALITY SERVICES IN COUNTY GOVERNMENTS IN KENYA: A CASE OF NAIROBI COUNTY

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DETERMINANTS OF PROVISION OF QUALITY SERVICES IN COUNTY GOVERNMENTS IN KENYA: A CASE OF NAIROBI COUNTY

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ABSTRACT

The work performance of public sector workers in Kenya has been a major concern to the Kenyan government, stakeholders, civil society, development partners and the people of Kenya. The performance evaluation results for the years 2013/2014 and 2010/2011 reveals that the counties and ministries performed poorly under the provision of quality service indicators. The study was built upon the Theory of work adjustment, Equity theory, Goal setting theory, Resource based theory and attribute service quality model. The specific objectives of the study were to establish the influence of human resource capacity, technology, rewards and employee attitude on provision of quality services in county governments specifically in Nairobi County. The study adopted descriptive survey for the target population of 850 employees of Nairobi County. A sample size of 85 respondents and a stratified sampling technique was used and data collected through the use of questionnaires. Secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The quantitative method of data analysis was employed to analyze data with help of SPSS version 21 and Excel. The study adopted correlation and regression analysis at 5% level of significance. The analysis showed that reward had the strongest positive (Pearson correlation coefficient = .876; p-value= .007 < .05) influence on provision of quality services. In addition, human resource capacity, technology and employee attitude were positively correlated to provision of quality services (Pearson correlation coefficient = .752, .721 and .805; p-value= .024 < .05; .028 < .05; .021 < .05) respectively. The study established that the Nairobi County did not have adequate teams to ensure that there was efficiency of the provision of quality services in the County; the respondents cited that the team was not engaged on planning and implementation; the qualified and trained team was not included in implementation. The users were not well trained to handle machinery. There was lack of computers for the staff and lack of soft wares for the use by the staff. The employees did not have a session for awards and the county did not provide leave programs long enough to allow full recovery. The study recommends that the County needs to have well trained adequate team engaged in planning and implementation of programmes geared towards provision of quality services.

Key Words: Quality Services, County Governments, HR Capacity, Technology, Rewards, Employee Attitude

INTRODUCTION

This chapter aims at providing sufficient information for better understanding of the study. It examines the global context and then narrows down to the issues that the study will address. The chapter provides the background information, statement of the problem, research objectives and research questions that underpin the study, significance, scope and limitations of the study.

Background of the Study

Quality is defined by International Organization for Standardization as a relative concept and if the inherent characteristic of a service meets the requirements of the customer, it can be rated as high quality (Reinartz, 2004). It plays a crucial role in rating and assessment of quality of services. Quality in provision of services by the county governments quality has become an imperative (Ennis and Harrington, 2013) in providing public satisfaction because delivering quality service directly affects the customer satisfaction, loyalty and financial profitability of service businesses.

A well-functioning public sector that delivers quality public services consistent with citizen preferences and that fosters private market-led growth while managing fiscal resources prudently is considered critical to the World Bank's mission of poverty alleviation and the achievement of Millennium Development Goals. In the past several years many governments have restructured their public sectors in an attempt to deal with the twin problems of indebtedness and growing citizen disenchantment with government.

Delivering quality service has significant relationship with customer satisfaction

(Swanson and Davis, 2003), customer retention (Yavas, Benkenstein and Stuhldreier, 2004), loyalty (Boshoff and Gray, 2004), costs (Wilson 2008), profitability (Irving and Dickson, 2004), service guarantees (Kandampully and Butler, 2001) and growth of organization (Sohail, 2003). However, the poor state of provision of quality service in some county governments in Kenya has resulted in high turnover and weak morale among staff, making it difficult to guarantee good and quality services resulting in, problems with the public, increased cost of operations due to inefficiencies (Owino and Korir, 1997) leading some members of the public to look for an alternative provider and to spread negative word of mouth which affects potential clients hence poor performance of the county governments (Tam, 2005). In their studies, Demirel, Yoldas and Divanoglu (2009) found a positive and significant relationship between customer's perception of service quality and their willingness to recommend the company.

Global Perspective

Using studies conducted by Croydon Council in the United Kingdom, the Croydon council has a documented provision of quality service strategy which is in line with their vision of becoming; an enterprising, a caring, learning, creative, connected, sustainable and caring City. Embedded within the strategy is a continuous cycle of improvement with aim of understanding, connecting with, serving, and being the champion for our customers (Croydon Council, 2010).

Local Perspective

As noted by Oyugi and Kibua (2006), the mandate of the Nairobi County Government is to provide and manage basic social and physical infrastructure services to the residents of Nairobi. These services include basic education, housing, health, water and sewerage, refuse

and garbage collection, planning and development control, urban public transport and fire services among others (Republic of Kenya, 2012). Its vision is to be recognised as one of the most attractive cities in the world. The mission is to facilitate coordinated development and improved service delivery to stimulate economic activity, high quality of life and become one of the most attractive cities of the world (Republic of Kenya, 1978). The department of Public Relations functions include: Complaint Management, Events and Protocol, Media relations, Customer Service and Internal and or external communication.

Statement of the Problem

The work performance of public sector workers in Kenya has been a major concern to the Kenyan government, stakeholders, civil society, development partners and the people of Kenya. Service delivery in government sectors is lifeblood for a healthy economy for every country, when public services are defined, operationalized, measured and evaluated in terms of efficiency, every aspect of the public sector is called into question (Ongwae, 2002). The prevailing situation at the work place has been one of low work performance and poor service delivery (World Bank Report, 2003).The performance evaluation results for the years 2013/2014 and 2010/2011 for the reveals that the county and ministry performed poorly under the provision of quality service indicators (GOK, 2011).The worst performance was on Complaints to the Public Complaints and Resolution committee and on levels of customer satisfaction targets where achievement was not satisfactory. Several complaints have been received in the Secretariat of Public Complaints and Resolution office at the Ministry Head office from all over

the country from dissatisfied customers, (Ileri, 2008).

The delay in delivery has also necessitated face to face officer-client relationships which have created conducive environment for unethical practices. According to the integrity and urban bribery reports, the Nairobi County was ranked 2nd in a Public Officers integrity Survey, 2013, in the ministries and counties where one is likely to experience the corruption practices among ministries and counties, and ranked 3rd in Kenya Urban Bribery Index report by Transparency International, 2014. To deliver great customer service, county government agencies must understand the needs of their customers, and adapt to improve the way those needs are met (Pearce & Robinson, 2023). The county authority is frequently the first point of contact for the public in accessing public services. It is critical then that County governments deal with customers in accordance with the principles of courtesy, fairness, openness and transparency. In such an environment customers should have the opportunity to say when service standards are not being met or when they have not been treated with courtesy and fairness (Cook, 2011; Russell, 2004).

From the foregoing human resource capacity, technology, rewards and employee attitude affect provision of quality services and should not be underestimated because they lead to the poor quality of services rendered by the public sector and in some cases failure (Njonzi & Kimande, 2014).The problem is centered on the determinants of provision quality services in county governments in Kenya (Fedha, 2014). It is in this spirit that the research intended to establish the determinants of provision of quality services in county governments in Kenya.

Objectives of the study

General Objective

The purpose of the study was to establish the determinants of provision of quality services in county governments in Kenya.

Specific Objectives

The specific objectives of the study were to;

- I. Analyze the influence of human resource capacity on provision of quality services in county governments in Kenya.
- II. Find out the influence of technology on provision of quality services in county governments in Kenya.
- III. Assess the influence of reward on provision of quality services in county governments in Kenya.
- IV. Establish the influence of employee attitude on provision of quality services in county governments in Kenya.

LITERATURE REVIEW

Introduction

This chapter reviews relevant literature on determinants of provision of quality services in county governments in Kenya. The chapter develops theoretical review, conceptual framework and empirical review that was used by the study in regard to each variable in the study.

Theoretical Review

This section examines relevant theories to the study variables. According to Kombo & Tromp (2009), a theoretical framework is a collection of interrelated ideas based on theories. It is a reasoned set of propositions derived from and supported by data or evidence and it accounts for or explains phenomena and attempts to

clarify why things are the way they are based on theories. A theory is defined as a reasoned statement which is supported by evidence, meant to explain phenomena (Kombo & Tromp, 2009). It is a systematic explanation of the relationship among phenomena. Mugenda (2008) defines a theory as a framework of explaining phenomena by stating constructs and the laws that inter-relate these constructs to each other.

Theory of work adjustment

This is referred to as the Person–Environment Correspondence Theory. It was originally developed by René Dawis, George England and Lloyd Lofquist from the University of Minnesota in 1964. The more closely a person's abilities (skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role or the organization, the more likely it is that they will perform the job well and be perceived as satisfactory by the employer. Similarly, the more closely the reinforcers (rewards) of the role or organisation correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. The six key values that individuals seek to satisfy are achievement conditions that encourage accomplishment and progress, comfort the conditions that encourage lack of stress, status conditions that provide recognition and prestige Altruism these are the conditions that foster harmony and service to others, safety conditions that establish predictability and stability and autonomy the conditions that increase personal control and initiative.

The degrees of satisfaction are seen as predictors of the likelihood that someone will stay in a job, be successful at it and receive advancement. The theory further acknowledges

that the correspondence between person and environment may not be perfect because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change (René, George & Lloyd, 1964).

The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and values reinforcers. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or organisational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable, some form of adjustment often takes place (René *et al.*,1964).

Active adjustment by the individual involves them trying to change their working environment. They may seek to change the content of the job, and therefore its behaviour requirements, to better reflect their abilities. Alternatively, they may try to alter the reinforcements of the job by seeking to gain different rewards, e.g. better working conditions or greater variety or responsibility. Active adjustment by the environment may involve trying to change the person's abilities through training or trying to change their values or expectations in some way. (René *et al.*,1964).

Attribute Service quality Model

The model takes the view that a service organization has high quality if it consistently meets customer preferences and expectations. According to this model, the separation of attributes into various groups is the first step towards the development of a service quality model. It generally groups service into three basic attributes: physical facilities and processes; people's behavior; and professional judgment. This model emphasizes that too much concentration on anyone of these attributes sets to the exclusion of others may lead to disaster; for example, too much emphasis on procedures may give an impression to the customer that he will be processed as per his sequence. Different type of service settings is related as per degree of contact and interaction, degree of labor intensity and degree of service customization in this model.

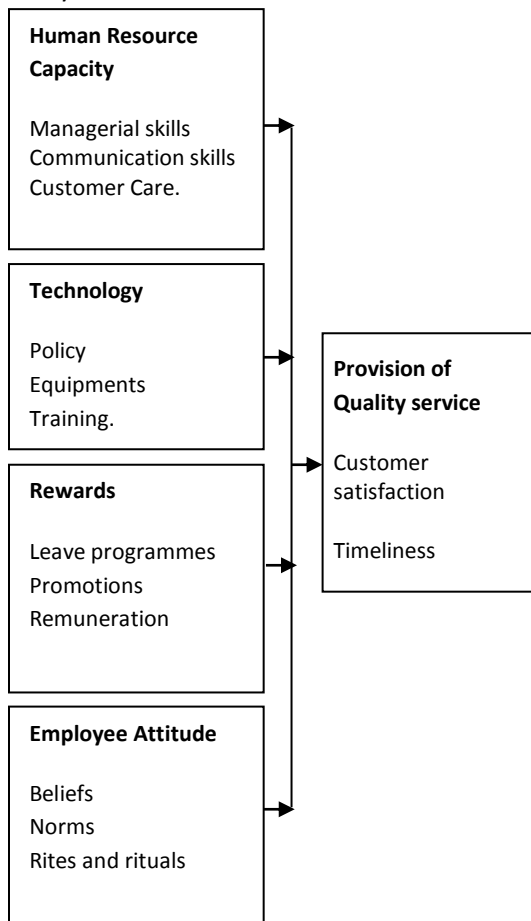
Ideal value model of service quality

Most studies on service quality describe service quality as a customer's evaluation of perceived product/service performance against his/her expectation or desires. However, this model presumes that evaluation of product/service performance need to be examined against other cognitive standards like experience based, ideal, minimum tolerable and desirable. The Ideal value of service quality model argues for value approach to service quality. It conceptualizes value as an outcome of satisfaction process, and suggests the use of a perceived ideal standard against which the experience is compared

Conceptual Framework

Mugenda, (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or

visual depiction of the major variables of the study.



Independent Variables **Dependent Variable**

Conceptual Framework

Human Resource Capacity

When considering staff capacity, both competence and the number of staff needed to deliver services to the clients is important. Training and development enables the employees to acquire skills for higher performance. Thus, he says organizations must also use training and development to create skill in their work force that will lead to organizational effectiveness. He further comments that training in business strategy and economics is critical to getting employees involved in organization. Technical training is

also critical to their developing the skills they need to perform work assignments (Lawler, 1998). Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999) submitted that: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization. Adeniyi (1995) observed that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He therefore, provides a systematic approach to training which encases the main elements of training. Buttrick, (2009) adds that training results to fewer accidents since errors are likely to occur if employees lack knowledge and skills required for doing a particular job. He further notes that employees become an asset of the organization and there is increased productivity since training improves efficiency and productivity of employees. The service delivery function should be made a part of the required competencies of senior managers, and efficient discharge of this function should be made a performance requirement of senior management.

The service delivery system requires an input of professionals with honed negotiating skills and a good grasp of market dynamics. This need is urgent in light of the diversity of functions that a unit is charged with that are intricately connected to its efficiency and effectiveness.

Technology

Technology for harnessing of Information and data play a critical role in the quality service delivery in organizations (Allen, 2001). Investments in Technology that facilitate service

assessment and improvement process is essential (Dutton and Starbuck, 2002). The organization must show four main commitments: a willingness to invest in Information Technology; investments in Information Technology and in Quality Assurance departments with qualified staff that abstract records, analyze data, and facilitate the Quality Assurance process (Cibulskis and Hiawalyer, 2002).

According to the Government of Kenya (2001) report, successful Technology strategy that needs to be employed by organizations and this must involve four main commitments: a willingness to invest in Information Technology, Working with employees and others to customize an information system to meet specific needs and culture of the institution; nurturing and encouraging buy-in so new systems will be utilized and their benefits will be realized and devising information technology systems that provide real-time feedback to providers as they are caring for public (GOK, 2001). The main ingredients of a real-time system involve its timeliness.

Employee Attitude

Armstrong (2009) defines attitude as a settled mode of thinking. He further clarifies that attitudes are less stable than traits and can change when new experiences are gained or influences absorbed. Stearns and Aldag (1987) point out those attitudes are beliefs; feelings and behavioral tendencies held by a person about an object, event, or person. Saari and Judge (2004) describe employee attitudes as viewpoints about many aspects of their jobs, their careers, and their organizations. Stearns and Aldag (1987) point out that the most commonly studied work attitude is job satisfaction. They further state that the two other important work attitudes are job

involvement and organizational commitment. However, from the perspective of research and practice, the most focal employee attitude is job satisfaction. Armstrong (2009) defines job satisfaction as the attitudes and feelings people have about their work. Stearns and Aldag (1987) refer to job satisfaction as the affective component of work related attitudes. The most-used research definition of job satisfaction is by Locke (1976) who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and job performance (Saari & Judge, 2004). Several research studies have shown that the influences of a person's disposition result to job satisfaction. One of the first studies in this area (Staw & Ross, 1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or 21 companies. There is evidence to show that personality traits, such as extraversion and conscientiousness, can also influence job satisfaction (Judge et al 2002). The most cited cross-cultural work on employee attitudes is that of Hofstede (1980), Hofstede (1985).

Employee attitudes of staff vis-à-vis provision of the employees' attitude is very important in service delivery. For the staff to deal effectively with customers, organizations need to create customer-centered vision and customer friendly policies. (Zenke and Woods, 1998) noted ten common mistakes employees make with their customers; first they assume and take the customer for granted. Second they use jargon, expecting the customer to understand the lingo whereas, the customer may perceive this as being rude. Third, the employees speak fast that the customer has to ask her/ him to repeat. Fourth, they give short, slashed answers to customer's questions. Fifth they do not appear

like they care to customers complains. Sixth, they are not proactive when a problem arises. Seventh employees are preoccupied with other tasks. Eighth, they interrupt or no longer listen, believing they know what the customer is asking. Nine they make judgments about the buying power of the customer based on his appearance, language, skills or company reputation. Ten employees argue with customers.

Rewards

Armstrong (2009) describes reward management as a formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value in the organization. If individuals do not perceive the performance evaluation system as fair and accurate, it is unlikely they will feel that it influences performance (Winstanley, 1975). However, a study by Miceli and Lane (1991) found no significant relationship between perceptions of inaccurate performance ratings and effort-reward consonance. A research conducted by Vest *et al* (1995) supports the belief that pay influences performance. They found that pay influence on performance was significantly larger among individuals who believed that appraisals were used in making pay related decisions than among individuals who believed appraisals were not utilized. Merit pay programs are critical in employee reward system.

Lawler (1971) supports the view that for merit pay programs to succeed they require high levels of trust in order to be accepted by employees and hence have the intended motivational effects. According to Butler (1991) trust connotes reliance on or confidence in some past event, process or person and reflects

expectations about outcomes based on perceptions and past experiences. Fulk *et al* (1985) found that trust in a supervisor was important in the formal performance appraisal process. There is however limited and inconsistent support for the relationship of trust to the belief that pay is tied to employee performance.

Goodman and Moore (1976) found a significant positive relationship between organizational trust and the belief that pay is tied to performance among blue collar employees but not among managerial employees. Folger and Konovsky (1989) found a significant positive relationship between trust in supervisor and employee belief that pay is tied to performance. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provides the means for employee status (Shoaib *et al.*, 2009). Compensation has always been at the heart of any employment relationship. A well designed compensation plan gives an organization a competitive advantage. It helps to attract the best job candidates, motivates them to perform to their maximum potential and retain them for the long term. To encourage valuable staff members to remain, the compensation system must offer competitive rewards for these employees to feel contented when they compare their rewards with those received by individuals performing similar jobs in other organizations.

Provision of Quality Services

Quality Service delivery involves a comparison of expectations with performance. Service is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services or economic activities, acts or performance to customers as well as other organizational activities that are part of

the value creation process such as leadership and management styles, structure of operations, customer relationship initiatives, etc and not services as market offerings only. This 'service' perspective implies that service involves the whole process of interacting with and involving customers before, during and after production, distribution and consumption of an organization's offering (Edvardsson *et al.*,(2005); Kauppinen- Raisanen H. *et al.*, (2007).

According to Luis and Joana (2005) service quality is a measure of how well a delivered service matches the customer's expectations. Customer satisfaction is one of the most important factors for the survival of any enterprise. The importance of customer satisfaction has also been recognized as an important parameter in government service delivery. Government departments have developed strategies focusing on improving service delivery, such as customer service charters, key performance indices and rapid results initiatives. An improvement of the supplied service quality can attract further users. For this reason, the development of techniques for customer satisfaction analysis is necessary. These techniques allow the critical aspects of the supplied services to be identified and customer satisfaction to be increased (Cuomo 2000).

Wilson *et al.*(2008) asserts that a complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform in customer oriented service minded ways. Building a customer oriented, service-minded workforce, and companies must hire the right people; develop people to deliver service quality; provide the

needed support systems, and retain the best people.

According to Gronroos, (2000), employees can achieve knowledge and attitude requirement for good service delivery through training He noted that service employees also need training in interactive skills which are heavily intertwined with technical skills that ensure them to provide courteous, caring, responsive and empathetic service. He also observed that interactive skills of training provided for employees, especially customer contact employees but also supports employees, with specific skills as far as communication task is concerned. The design and implementation of service delivery processes plays a key role in the overall competitiveness of modern organizations. For example, Roth and Jackson 20 (1995) provide clear evidence that process capability and execution are major drivers of performance due to their impact on customer satisfaction and service quality.

Human resources on service delivery are considered by many to be the most important asset of an organization, yet very few employers are able to exploit the full potential from their employees because of certain never solved issues. Each service whose execution plan has been defined is required to be achieved as soon as possible in order to deal with new arrival services or to predict the future. Furthermore, an organization, to deal with the increasing number of services and the limited number of participants (Cardoso, 2004) used to assign associated activities to their laborers without any control. As a result, some laborers will be heavily loaded, lightly loaded or moderately loaded, while others will be completely idle. The design of a system dealing with the management of associated workflows must be done in such a way that the senior

labor manager of the organization should detect heavy loaded laborers for decision making.

Empirical Review

According to Njenga (2010), lack of the requisite skills has left many Ministries in Kenya inadequately staffed, with grave implications for service delivery. There is dire need to adequately equip the staff with adequate knowledge in their respective fields to enable them perform their duties as expected. The various services offered in the Ministry of Immigration and Registration of Persons requires different competences for effective service to be offered. The level of training offered will influence the quality of the service.

According to Naz *et al*,(2006) it is vital that business operations be ICT driven to attain efficiency and effectiveness in their services to customers and realization of their internal objective among them, reducing costs and making profits. ICT enabled systems offer the potential to eliminate opportunities for corrupt use of discretion by dis-intermediating services and allowing citizens to conduct transactions themselves. Such systems also extend accessibility of information within the public sector and by providing enhanced accounting, monitoring and auditing systems; such systems ensure that public business is more fully open to senior managerial and external scrutiny. Enhanced communication means that citizens can be more fully involved in all aspects of government, including policy-making, thus reinforcing the creation of a culture of trust and mutual interest (Naz *et al*, 2006).

In a study conducted by Lubowa (2006) entitled "A Study of Motivational factors affecting employee job performance in Seventh Day Adventist Church Institutions in Uganda: found

out that motivation plays a vital role in job performance of workers among church related institutions of Adventists. It further noted that the opportunity to improve one's position as a result of job performance gives employees a clear reason for high performance. Improvement in one's status as he/she rises above ranks will be a chief motivator, not only to the one affected but also to the ones below. Experience shows that they will always try to imitate heroes or those who have made it to the top. Carden (2002), the heart of motivation is to give people what they really want most from work. The more you are able to provide what they want, the more you should expect what you really want. Positive motivation when well focused has advantages which includes the organizational achievement of goals, gaining workers' positive perspective, create the power to change, build self esteem and capability and workers would be able to manage their own development and help others.

Safawo (1997), in his doctoral study on Strategic Management Practices of Selected Private Domestic Commercial Banks in Metro Manila, Philippines evaluated the strategic management practices that influenced high performance among Commercial Banks the findings revealed that rewarding systems capable in recognizing and rewarding good performance were not in place. Therefore, he recommended that people in organizations should be motivated in an attempt to achieve the targeted results, which involves creativity using the standard reward punishment mechanisms, salary increment, bonuses, stock options, and fringe benefits among others. Similarly, the study dealt with domestic Work environment, job design, leadership needs.

RESEARCH METHODOLOGY

Introduction

This chapter specifies the nature of the research design and the population studied.

Research Design

Kothari (2004) observed that research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible hence yielding maximum information with minimal expenditure of effort, time and money. This study used descriptive research design. This design refers to a set of methods and procedures that describe variables. It involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data.

Target Population

Kothari (2004) described population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The population of the study was 850 county officers working at the Nairobi County who included Procurement Officers, Record officers, ICT, Finance and Accounts and Human Resources according to the data available at Nairobi County (NCC, 2014).

Sample and Sampling Technique

A sample size is a set of observations drawn from a population by a defined procedure (Creswell, 2003). Mugenda & Mugenda (2003) indicates that a sample size of 10% of the target population is large enough so long as it allows for reliable data analysis and allows testing for significance of differences between estimates. Therefore, a proportionate sample size of approximate 85 respondents which is 10%

precision of the population was selected using a stratified sampling technique from the identified sample as the population was not homogeneous.

Research Instruments & Data collection Procedure

The study relied mainly on primary data. The researcher used questionnaire as the research instrument. The research also undertook desk review of existing information.

Secondary data was obtained from literature sources or data collected by other people for some other purposes.

A self-administered questionnaire was dropped to each respondent and picked later. The questionnaire consisted of both open ended and closed ended questions. The study used both qualitative and quantitative data. This information was coded and analyzed with the help of statistical package for social sciences (SPSS) software package version 21 and excel.

Pilot Test

According to Bordens & Abbott (2008), pilot study is as a small-scale version of the study used to establish procedures, materials and parameters to be used in the full study. Pilot study was conducted in determining if there were flaws, limitations, or other weaknesses within the data collection instrument to make the necessary revisions prior to the implementation of the study.

Data Analysis and Presentations

Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 21 and excel. Data processing was carried out through editing, coding and classification. Content analysis was

employed to analyze the qualitative data whereas simple statistical methods, regression and correlation analysis was utilized to analyze the quantitative data by aide of SPSS Software version 21 and excel. The findings were presented using tables, charts and graphs to facilitate comparison and for easy inference. The Pearson correlation and regression analysis was applied to establish the relationship of the variables at 5% level of significance.

RESULTS AND DISCUSSIONS

Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field.

Response Rate

The study targeted a sample size of 85 respondents from which 155 questionnaires were given out. This was to ensure that the study would get a sizeable number back. 83 filled in and returned the questionnaires making a response rate of 53.55%. This response rate was satisfactory to make conclusions for the study. Mugenda & Mugenda (2003) state that a response rate of 50% is adequate for analysis and reporting a rate of 60% is good and a response rate of 70% and over is excellent.

Gender of Respondents

The study sought to determine the gender composition of the respondents. From the findings, it was established that majority of the respondents as shown by 59% were female whereas 41% of the respondent were male, this is an indication that both genders were well represented in this study and thus the finding of the study did not suffer from gender bias all through the study.

Educational Level of Respondents

The study sought to establish the educational background of the respondents. The study required the respondent to indicate the highest level of academic qualifications. According to the findings, the majority at 52% had attained primary education, 13% possessed secondary education, and 17% and 8% had attained college level of education and awarded certificate and diploma respectively. However, a total of 10% out of the population sampled were graduates in various disciplines.

Age Distribution of the respondents

The study requested the respondents to indicate their age category. The findings revealed that employees aged between 18 and 41 years are 40% whereas staff aged above 41 years forms 60% of the staff population. This implies that respondents were well distributed in terms of their age during the study.

Work Experience

The study sought to know the number of years that each staff sampled had served in the current positions. Consequently the study found that 35% have served in one position for over 30 years while only 10% of the staff had served in their current positions for less than 10 years. This implies that majority of the respondents had served for a considerable period of time and that they were in a position to give credible information relating to the study.

Human Resource Capacity

The study sought to establish the extent to which respondents agreed with the statements relating to human resource capacity influence provision of quality services in Kenya. A scale of 1-5 was used. The scores "Very small extent" and "Small extent" were represented by mean score, equivalent to 1 to 2.5 on the continuous

Likert scale ($1 \leq$ Small extent ≤ 2.5). The scores of 'Moderate extent' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq$ Moderate ≤ 3.5). The score of "Great extent" and "Very great extent" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq$ Great extent ≤ 5.0). The mean was generated from SPSS version 21.

From the research findings, majority of the respondents indicated that to a small extent that they had adequate team to ensure that there was efficiency of the provision of quality services in the organization as discovered by a mean of 1.88; to a moderate extent the respondents cited that the team was engaged on planning and implementation of provision of quality services as shown by a mean of 3.45; small extent did the qualified and trained team implement provision of quality services plan in the organization as shown by a mean of 2.53. The respondents to a small extent did have proper leadership for the project team responsible for the initiation, execution, monitoring and controlling of provision of quality services in the organization as shown by a mean of 4.11; to a small extent they had training program for the provision of quality services in the organization as shown by mean of 1.77. To a moderate extent the respondents indicated that the organization relies on some experts on provision of quality services as shown by mean of 2.99 and the users are well trained to handle provision of quality services machinery on the organization by mean of 3.99. Finally the respondents to a moderate extent stated that work phobia among the staff members affect provision of quality services in the organization.

The findings of the study are in agreement with literature review by Buttrick (2009) who

indicated that human resource capacity plays a significant role on provision of quality services in the organization. The effective implementation, operation and maintenance of a provision of quality services require staff with the necessary knowledge and skills. Armstrong (2009) argues that low capacity for system implementation at provision of quality services, such as provincial and regional governments, is one of the major challenges in the provision of quality services in developing countries.

Technology

The study sought to establish the extent to which respondents agreed with the statements relating to technology influence provision of quality services in the organization. A scale of 1-5 was used. The scores "Very small extent" and "Small extent" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq$ small extent ≤ 2.5). The scores of 'Moderate extent' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq$ Moderate ≤ 3.5). The score of "great extent" and "Very great extent" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq$ great extent ≤ 5.0). The mean was generated from SPSS version 21.

Majority of the respondents indicated that to a small extent that they had computers for the staff to use for provision of quality services in the organization as shown by a mean of 3.01; to a small extent the respondents cited that the organization ensured that soft ware's are available for the use by the staff for provision of quality services as shown by a mean of 2.82; to a small extent did the respondents state that they were aware to technology policy on provision of quality services as shown by a mean of 2.41. The respondents to a great extent did stop to improve equipments during

work on provision of quality services as shown by a mean of 4.76; to a great extent the respondents indicated that they wished to have new working tools as shown by mean of 3.05. The respondents stated that they had not been trained on the technology thus affecting provision of quality services in the organization and did not complete tasks being given due to shortage of equipments as shown by mean of 4.02. According to Sun & Shibo (2005) the technology can revitalize or transform public sectors and enhance provision quality services. Thus is lack of technology in the county ends up affecting provision of quality services.

Rewards

The study sought to establish the extent to which respondents agreed with the statements relating to rewards on provision of quality services in county governments in Kenya. A scale of 1-5 was used. The scores "Very small extent" and "Small extent" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Small extent} \leq 2.5$). The scores of 'Moderate extent' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Moderate} \leq 3.5$). The score of "Great extent" and "Very great extent" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Great extent} \leq 5.0$). The mean was generated from SPSS version 21.

From the research findings, majority of the respondents indicated that to a small extent that they had a session for awards giving on provision of quality services as shown by a mean of 2.33; to a moderate extent the organization provided leave programs long enough to allow full recovery as shown by a mean of 3.22; to a moderate extent the respondents indicated that they got salary in

time and salary increment every year; to a small extent the respondents stated that they were well remunerated in regard to their work as shown by a mean of 3.91; to a small extent the respondents got promotion based on their hard work on provision of quality services as shown with a mean of 2.07 and to a great extent the respondents had overstayed in the same grade without a promotion as shown with a mean of 4.87. The findings of the study corroborates with the literature review by Shoiab et al., (2009) who stated that reward systems for employees motivates them for the provision of quality services. Thus lack of rewards for the employees in the county ends up affecting provision of quality services.

Employee Attitude

The study sought to establish the extent to which respondents agreed with the statements relating to employee attitude on provision of quality services in county governments in Kenya. A scale of 1-5 was used. The scores "Very small extent" and "Small extent" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Small extent} \leq 2.5$). The scores of 'Moderate extent' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Moderate} \leq 3.5$). The score of "Great extent" and "Very great extent" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Great extent} \leq 5.0$). The mean was generated from SPSS version 21.

From the research findings, majority of the respondents indicated that to a moderate extent that the organization is stressful to work in as shown by a mean of 3.09; to a moderate extent the organization uses the idea of subordinates all the time as shown by a mean of 3.22; to a moderate extent the

respondents indicated that experienced members take time to help new members as shown by a mean of 3.56; to a great extent the respondents stated that workmates speak openly about each other's shortcoming as shown with a mean of 4.07 and to a small extent the respondents feel devoted to the organization as shown with a mean of 1.87 and proud of work in the organization as shown with a mean of 1.88 and they would not take any other job in order to continue working for this organization as shown by a mean of 2.87. The findings of the study are in agreement with literature review by Armstrong (2009) who observed that job satisfaction as the attitudes and feelings people have about their work in the long run affects their work commitment thus affecting delivery of the required service in the public sector. Thus employees' attitude in the county affects provision of quality services.

Provision of Quality services

The study sought to establish the rating on the provision of quality services in the organization. The study established that majority of the respondents (43%) indicated that provision of quality services in the organization was fair, 9% cited to be good, 3% to be excellent, 25% indicated bad and 20% of the respondents cited that it was poor. The study results show that provision of quality services in the organization was moderate.

Provision of quality services in the organization

The study sought to establish the extent to which respondents agreed with the statements relating to provision of quality services in the organization. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were

represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Disagree} \leq 2.5$). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Neutral} \leq 3.5$). The score of "Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Agree} \leq 5.0$). The mean was generated from SPSS version 21. From the research findings, majority of the respondents were neutral that employees lack communication skills thus affecting timely delivery of the services to the public as shown by a mean of 3.26; employees lack managerial skills thus affecting timely delivery of the services to the public as shown by a mean of 3.55; the employees are not well remunerated thus their services is not satisfying the customers as shown by a mean of 3.77. Finally the respondents strongly agreed that the employees are not ready to embrace the change thus no customer satisfaction due to poor delivery of the services as shown by a mean of 4.85. Therefore, study results established that human resource capacity, ICT Infrastructure, implementation strategy and government policy influence performance of IFMIS in the organization.

Correlation Analysis

Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Pearson correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values indicates positive correlation where Pearson coefficient <0.3 indicates weak correlation, Pearson coefficient $>0.3 < 0.5$ indicates moderate correlation and Pearson coefficient >0.5 indicates strong correlation.

Correlation Coefficients

		of Provision quality services	Human resource capacity	Technology	Rewards	Employee attitude
Provision of quality services	Correlation Coefficient	1.000				
	Sig. (2-tailed)	.				
	N					
Human resource capacity	Correlation Coefficient	.709				
	Sig. (2-tailed)	.029				
	N	53				
Technology	Correlation Coefficient	.588	1.000			
	Sig. (2-tailed)	.035	.			
	N	53	53			
Rewards	Correlation Coefficient	.888	.142	1.000		
	Sig. (2-tailed)	.017	.001	.		
	N	53	53	53		
Employee attitude	Correlation Coefficient	.788	.037	.046	1.000	
	Sig. (2-tailed)	.026	.000	.001	.	
	N	53	53	53	53	

The analysis of correlation results illustrates that between human resource capacity and provision of quality services show a positive coefficient 0.709, with p-value of 0.029. It indicates that the result is significant at $\alpha = 5\%$ and that if the human resource capacity increases it will have a positive impact on provision of quality services. The correlation results between technology and provision of quality services also indicates the same type of result where the correlation coefficient is 0.588 and a p-value of 0.035 which significant at $\alpha = 5\%$. The results also show that there is a

positive association between rewards and provision of quality services where the correlation coefficient is 0.888, with a p-value of 0.017. Further, the result shows that there is a positive association between employee attitude and provision of quality services where the correlation coefficient is 0.788), with a p-value of 0.026. This therefore infers that rewards contributed most to provision of quality services followed by employee attitude in provision of quality services, then human resource capacity while technology had the least influence on provision of quality services

in the county government. The correlation matrix implies that the independent variables are very major determinants of provision of quality services as shown by their strong and positive relationship with the dependent variable; provision of quality services

Multiple Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the provision of quality service. The study applied the statistical package for social sciences (SPSS V. 21) to code, enter and compute the measurements of the multiple regressions for the study. According to the model summary Table 4.8, R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there exists strong positive relationship

between the independent variables and dependent variable as shown by R value (0.856). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 73.27% of the provision of quality services as represented by the R^2 . This therefore means that other factors not studied in this research contribute 26.73% of the provision of quality services. This implies that these variables are very significant therefore need to be considered in any effort to enhance provision of quality services in the county government. The study therefore identifies variables as critical determinants of provision of quality services in the county government.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856	.7327	.6653	.032

Further, the study revealed that the significance value is 0.008 which is less than 0.05 thus the model is statistically significant in predicting how human resource capacity, technology, rewards, employee attitude affect the provision

of quality services in county government. The F critical at 5% level of significance was 31.777. Since F calculated (31.777) is greater than the F critical (value = 14.879), this shows that the overall model was significant.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9.444	4	2.361	31.777	.008 ^a
Residual	3.567	48	.0743		
Total	8.266	52			

NB: F-critical Value = 14.879

Predictors: (Constant): Human resource capacity, Technology, Rewards, Employee attitude. The study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.10 Multiple regression analysis was conducted as to determine the relationship between provision of quality service and the four variables. As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$Y = 22.987 + 0.752X_1 + 0.721X_2 + 0.876X_3 + 0.805X_4$. According to the regression equation established, taking all factors into account (Human resource capacity, Technology, Rewards, Employee attitude) constant at zero provision of quality services was 22.987. The data findings analyzed also shows that taking all other independent variables at zero, a unit

increase in human resource capacity will lead to a 0.752 increase in provision of quality services; a unit increase technology will lead to a 0.721 increase in provision of quality services, a unit increase in reward will lead to a 0.876 increase in provision of quality services and a unit increase in employee attitude will lead to a 0.805 increase in provision of quality services. This infers that reward contributed most to provision of quality services in county government. At 5% level of significance, human resource capacity had a 0.024 level of significance; technology showed a 0.028 level of significance, reward showed a 0.007 level of significance and employee attitude showed a 0.021 level of significance hence the most significant factor was reward.

Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-value.
	B	Std. Error	Beta		
1 (Constant)	22.987	1.223		6.615	.022
Human resource capacity	.752	.103	.666	5.678	.024
Technology	.721	.349	.567	3.654	.028
Reward	.876	.217	.678	7.888	.007
Employee attitude	.805	.193	.567	6.887	.021

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to establish determinants of provision of quality services in county governments in Kenya. The study examined theoretically and empirically how various variables contributed to provision of quality services in county governments. In assessing the determinants, the study focused on how select factors (human resource capacity, technology, rewards and employee attitude) influenced the provision of quality services in county governments. This chapter captures the summary of findings, from which conclusions were drawn and recommendations made.

Summary of the Findings

Human resource capacity

From the research findings, majority of the respondents indicated that to a small extent that they had adequate team to ensure that there was efficiency of the provision of quality services in the organization; to a moderate extent the respondents cited that the team was engaged on planning and implementation of provision of quality services; small extent did the qualified and trained team implement provision of quality services plan in the organization. The respondents to a small extent did have proper leadership for the project team responsible for the initiation, execution, monitoring and controlling of provision of quality services in the organization; to a small extent they had training program for the provision of quality services in the organization. To a moderate extent the respondents indicated that the organization relies on some

experts on provision of quality services and the users are well trained to handle provision of quality services machinery on the organization. This infers that human resource capacity is an important factor that enhances provision of quality services in the county governments. This also implies that the more human resource capacity becomes the more the provision of quality services in the county governments. Therefore, from these descriptive results show that the research which sought to establish the influence of human resource capacity on provision of quality services in the county governments was achieved because it was established that human resource capacity influences provision of quality services in the county governments.

Technology

The study established that the respondents indicated that to a small extent that they had computers for the staff to use for provision of quality services in the organization; to a small extent the respondents cited that the organization ensured that soft ware's are available for the use by the staff for provision of quality services; to a small extent did the respondents state that they were aware on technology policy on provision of quality services. The respondents to a great extent did stop to improve equipments during work on provision of quality services; to a great extent the respondents indicated that they wished to have new working tools. The respondents stated that they had not been trained on the technology thus affecting provision of quality services in the organization and did not complete tasks being given due to shortage of equipments. This reveals that technology is an important factor that can enhance provision of quality services. This also reveals that the more technology becomes the more the provision of

quality services. Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of technology on provision of quality services was achieved because it established that technology influences provision of quality services.

Reward

The study sought to establish whether reward influence provision of quality services in county governments. From the research findings, majority of the respondents indicated that to a small extent that they had a session for awards giving on provision of quality services; to a moderate extent the organization provided leave programs long enough to allow full recovery; to a moderate extent the respondents indicated that they got salary in time and salary increment every year; the respondents stated that they were well remunerated in regard to their work; to a small extent the respondents got promotion based on their hard work on provision of quality services and to a great extent the respondents had overstayed in the same grade without a promotion. The findings of the study corroborates with the literature review by Shoiab et al., (2009) who stated that reward systems for employees motivates them for the provision of quality services. Thus is lack of rewards for the employees in the county ends up affecting provision of quality services. This reveals that a reward is an important factor that can boost provision of quality services in county governments. This also reveals that the more rewards becomes the more the provision of quality services in county governments Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of reward on provision of quality services in county governments was achieved because it established that reward

influences provision of quality services in county governments.

Employee attitude.

From the research findings, majority of the respondents indicated that to a medium extent that the organization is stressful to work in; to a moderate extent the organization uses the idea of subordinates all the time; to a moderate extent the respondents indicated that experienced members take time to help new members; to a great extent the respondents stated that workmates speak openly about each other's shortcoming and to a small extent the respondents feel devoted to the organization and proud of work in the organization and they would not take any other job in order to continue working for this organization. Thus employees' attitude in the county affects provision of quality services. This also reveals that the more the employee attitude increases the more the provision of quality services in county governments. Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of employee attitude on provision of quality services in county governments was achieved because it established that employee attitude influences provision of quality services in county governments

Conclusions

The study established that the organization did not have adequate team to ensure that there was efficiency of the provision of quality services in the organization; the respondents cited that the team was not engaged on planning and implementation of provision of quality services; the qualified and trained team was not included in implementation of provision of quality services plan in the organization. The users are not well trained to

handle provision of quality services machinery on the organization.

The study established that there was lack of computers for the staff to use for provision of quality services in the organization. Lack of software for the use by the staff affected provision of quality services; the employees did stop to improve equipments during work on provision of quality services and wished to have new working tools. The respondents stated that they had not been trained on the technology thus affecting provision of quality services in the organization and did not complete tasks being given due to shortage of equipments.

The study established that the organization did not have a session for awards for employees to improve provision of quality services and the organization did not provide leave programs long enough to allow full recovery.

The employees were somehow stressed to work in the organization. Thus employees' attitude in the county affects provision of quality services.

Recommendations

The study recommends that the organization need to have adequate team to ensure that

there is efficiency of the provision of quality services in the organization.

The study recommends for computers for the staff to use for provision of quality services in the organization.

There is need to have a session for awards for employees to improve provision of quality services.

Recommendations for Further studies

Since this study sought to establish the determinants of provision of quality services in county governments in Kenya, it was established that from literature review that there are few studies available on provision of quality services in county governments specifically in Kenya. Additionally, very little has been undertaken to explore determinants of provision of quality services in public sector in Kenya the reason why the study recommends for similar studies to be undertaken in other counties for generalization of the findings of this study.

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