Organisational Culture and Public Service Delivery of Huduma Centres In Kenya

Faith Mwende Mutegi [1], Dr. Susan Nzioki [2], Professor George King'oriah[3]

[1] Lecturer, Department of Tourism and Hospitality, Kenya Methodist University

[2] Lecturer, School of Business and Economics, Kenya Methodist University

[3] Professor of Land Economics, Technical University of Kenya

Correspondence: fmutegi2001@yahoo.com   0720663489

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 aim of this study was to see if Huduma centers are effective at reducing corruption, petty bureaucracy, and inefficiency in government service delivery. The study looked at the impact of organizational culture on Huduma centers' 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, with government policies serving as a mediating variable. Therefore, organizational culture is significant but does not influence public service delivery in Huduma centres. Furthermore government policies don't have any mediating effect between organizational culture and public service delivery. Based on the findings, the study recommends improvement and sustainability of organizational culture in Huduma centres as well as organizational culture being done in a way that will ensure there is accountability and the rule of law is respected. Public organisations are urged to use guidelines of human resource strategy for the public service, to avoid every ministry, from using its own regulations and standards and learn to cope with Covid 19 pandemic. More study into human resource practices in the public sector is recommended.

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

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.

Purpose of the Study
1. To determine the effect of organisational culture on public service delivery of Huduma centres in Kenya and the mediating effect of government policies on delivery of services to the public
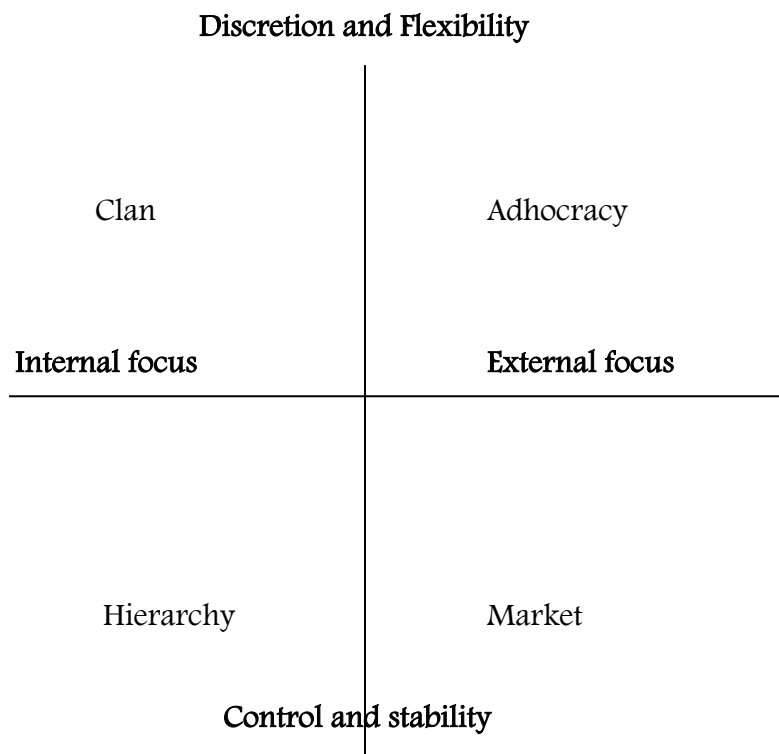
Literature Review
The competing values framework (CVF) is used to evaluate the organizational culture as a strategic human resource practice in the public service delivery. Competing values framework was developed by Quinn and Rohrbaugh in 1983 who sought to find out what makes organisations effective.

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 clan culture, 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 2.2 Competing Values Model

Discretion and Flexibility

Clan | Adhocracy

Internal focus | **External focus**

Hierarchy | Market

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)

2.2.6 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)

Moreso Bouckaert (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

Empirical Literature

Flamholtz and Randle (2012) added to a vast body of expertise in the field of organizational culture and its effect on business success by using case studies from a variety of companies in the United States, Europe, China, and other nations. Furthermore, Sharma and Good (2013) conducted an empirical study to evaluate the impact of organizational culture on efficiency.

Organizational culture is an essential component of organizational success and a source of competitive advantage, according to the findings of the research. Such related books and papers, in addition to the aforementioned seminar studies, contributed to the advancement of the theory of organizational culture. (Handayani et al., 2018).

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

Unger et al., (2014) reported a good relationship on corporate culture and service delivery. Additionally, the viability of organizational culture, according to Flamholtz and Randle (2012), affects 46 percent of service delivery. Nevertheless, Wilderom et al., (2012) discovered that company culture may have an impact on service delivery, with a longer time span demonstrating the role of culture on service delivery. While conducting their study, Sengottuvel and Sengottuvel, (2020) found that all aspects of organizational culture describe significant difference in service delivery service delivery, whereas Strategic focus is the most important indicator 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. The findings of the quantitative analysis show a positive relationship of organizational culture and service delivery (Jofreh & and Masoumi, 2013).The findings of the case studies also show that an effective organizational culture is a key factor in service delivery (Simonaux & Stroud, 2014).

The majority of research concluded that there is a good relationship between firm culture and service delivery (Gorondutse & Hilman., 2019). However, several current empirical results suggest that there is no such connection between organizational culture and organizational success (Leithy, 2017). Rashid and Shah (2016) found no evidence for the hypothesis that there is a significant link between organizational culture and success. Furthermore, according to Leithy (2017), both work-related attitudes and work behavior can be linked to organizational success, and the structural equation model appears to have removed the connection regarding organizational performance.

Methodology

This study used descriptive research design. The study also used mixed method approach. The

target population was all the 52 Huduma centres in Kenya with the 52 branch managers and 1456 supervisors from the Huduma centres in Kenya. A public customer was also included into the sample to rate public service delivery, leading to 1508 persons from the public. Multistage sampling was used. Multistage sampling is commonly used when there is no sampling frame, and if the population is dispersed over a large area. (Sedgwick, 2015; Chauvet, 2015). To collect data, the researcher used structured self-administered questionnaires. Cronbarch's alpha was used to measure reliability. Data was analyzed using SPSS version 20 and presented through descriptive and inferential statistics.

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 Huduma centres were sampled at the Huduma centre counters to respond to public service delivery.

Table 1

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

The results in table 1 reveal that employee training (ET), Public service delivery and the mediating variable of government policies (M) 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.

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 masters 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 Huduma centres which is a factor in employee motivation at the workplace in turn enhancing public service delivery of Huduma centres 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)

4.2.2 Organizational Culture

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

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

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 Huduma centres 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 Huduma centres	57.4	35.5	4.2	2.3	0.8	4.464	0.749
There is respect for the rule of law in Huduma Centres	59.2	34.0	3.8	2.3	0.8	4.487	0.744
There is observance of public service values in Huduma centres	59.9	33.3	5.2	0.0	1.5	4.502	0.733
Composite mean and standard deviation						4.4	1.1

From the research findings in Table 2 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 Huduma centres 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 Huduma centres with a mean value of 4.464 and 0.749, standard deviation.

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

Table 3: The Influence of Public Service Delivery in Huduma Centres in Kenya

Public Service Delivery	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Standard deviation
The services employees deliver in Huduma centres are of good quality	39.5	48.2	7.6	4.7	0.0	4.22	0.782
Employees are highly engaged in their work of serving clients Satisfactorily	40.6	47.1	7.2	4.7	0.4	4.23	0.806
There is quick response to clients' needs	37.6	39.4	15.3	6.2	1.5	4.05	0.953
The location of Huduma Centres is accessible, reliable and convenient to customers	39.9	35.1	13.8	10.1	1.1	4.03	1.021
The services offered in Huduma centre are reliable	40.2	43.5	12.3	3.6	0.4	4.20	0.817
Huduma centres fully conform to and fulfill the provisions of the constitution and expectations of the public.	42.5	46.2	8.0	2.9	0.4	4.29	0.762
There is responsiveness to citizens' needs in Huduma centres	37.5	52.0	6.9	2.5	1.1	4.22	0.772
There is professionalism in Huduma Centres	46.0	41.2	8.4	3.6	0.7	4.28	0.824
There is respect for the rule of law in Huduma Centres	46.0	43.1	6.9	3.6	0.4	4.31	0.784
There is observance of public service values in Huduma centres	42.5	45.1	8.4	3.3	0.7	4.25	0.803
Composite mean and Standard deviation						4.2	0.8

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 Huduma centres, 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

4.2.6 Government Policies

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

Table 4: The Mediating Effect of Government Policies on Public Service Delivery of Huduma Centres in Kenya

	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	Standard Deviation
Government policies influence public service delivery in Huduma centres	1.9	3.4	6.0	45.5	43.2	4.24	0.859
Priorities in political developments influence public service delivery in Huduma centres	5.3	17.4	20.0	35.5	21.9	3.51	1.165
Economic resources available influence public service delivery in Huduma centres	1.1	7.9	15.7	41.9	33.3	3.99	0.953
Government budgets influence public service delivery in Huduma centres	1.5	6.8	7.2	41.1	43.4	4.18	0.940
Laws that define institutional processes influence public service delivery in Huduma centres	1.5	6.8	12.9	45.8	33.0	4.02	0.933
Composite mean and standard deviation						4.0	0.643

Table 4 shows that 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 Huduma centres. 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 Huduma centres 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 Huduma centres (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 Huduma centres. 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.

4.4 Hypothesis Testing Using Multi Regression Analysis Model

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

Table 5: Model Coefficients for Multi regression Model - Hypothesis results

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

According to table 5 it shows that, in the first model, Organizational Culture (OC); β = 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 (β = 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 Huduma centres in Kenya

(Owoyemi & Ekwoaba, 2014) conducted a study on organizational culture as just a tool for management to motivate, control, enhance, and improve the performance of employees. The findings revealed that organizational culture is a two-edged sword which can cut across in both workers and management, and that it should be encouraged if it leads to increased productivity

and performance; otherwise, other methods of enhancing performance should be used. That organizational culture is ambiguous and can lead to mental closure, restriction of mind, and decrease in autonomy. Organisation culture also gives direction to the employees of an organisation.

Cacciattolo, (2014) posited that organisational culture is an important element of any organisation. According to Cacciattolo, there is no organisation that adopts a single type of culture and in complex organisations some cultures overlap or disagree with one another. The importance of organisational culture cannot be underestimated because of the benefit that is derived from it. According to this study, organisational structure has a positive significance to public service delivery of Huduma centres in Kenya.

Nyabuti et al (2017) examined the effect of organizational culture and employee performance of the Kenyan public service. The findings of the study were that there is a statistical significant relationship between organizational culture and employee performance in the public service in Kenya. This shows that organizational culture is a central feature of enhancing employee productivity in the public service in Kenya. Therefore it is of paramount importance to create and implement an organizational culture that is efficient enough to encourage and increase employee performance in the public service.

Misigo & Moronge (2017) conducted a study to find out the effect of organizational culture and employee performance in the Kenyan public service. The study's goal was to determine how organizational values, communication, reward systems, and mission affected of performance employees. Employee performance in the public sector was positively influenced by organizational values, reward systems, organizational communication, and mission. Therefore organizational culture is a vital variable in improving and enhancing employees' service delivery.

Summary of the Findings

From the results, it was found that majority of those who seek the government services in Huduma centers 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.

Organizational culture

In organizational culture, 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 Huduma centres have their own regulations norms and standards. The research findings pointed out that there is accountability of work in Huduma centres. The findings pointed out that there is respect for the rule of law in Huduma Centres. The findings established that there is observance of public service values in Huduma centres. 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

Government Polices

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 Huduma centres. The third item asked whether economic resources available influence public service delivery in Huduma centres from which the respondents agreed. The respondents again agreed that the Government budgets did influence public service delivery in Huduma centres. Lastly on government policies, the participants were asked whether laws that define institutional processes influenced public service delivery in Huduma centres. 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 Huduma centres 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 ($\beta = 0.007, p = 0.920$).

Conclusion and Recommendations

Organizational culture was agreed by the majority of the respondents to have an influence on public service delivery of Huduma centres 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 Huduma centres. The research findings pointed out that every ministry offering their services through Huduma centres have their own regulations norms and standards.

This means that there is no uniformity in strategic implementation of organization culture in the public service delivery in Huduma centres. The research findings pointed out that there is accountability of work in Huduma centres. The findings pointed out that there is respect for the rule of law and that there is observance of public service values in Huduma centres.

Organizational culture has a positive significant low linear relationship with public service delivery of Huduma centres in Kenya. There was a positive correlation coefficient of 0.170 (which is statistically significant p = 0.005) between strategic implementation of organizational culture and public service delivery of Huduma centres 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. However, it does not have any mediating effect on organizational culture. The findings also show that priorities in political developments influence public service delivery in Huduma centres. Furthermore, the economic resources available influence public service delivery in Huduma centres from which a majority of the respondents agreed. It was also agreed that the government budgets did influence public service delivery in Huduma centres. Lastly a majority of the respondents agreed that laws that define institutional processes influenced public service delivery in Huduma centres. Government policies were found to have a positive and statistically significant moderate mediating relationship with public service delivery. This was indicated by significant p - values less than 0.01 at 99% confidence level and a significant beta β = 0.594, p = 0.000. This is a clear indication that government policies play a very important role in enhancing the effectiveness of public service delivery.

Organizational culture should be sustained but continually monitored to detect any other effects from the environment. However, every ministry offering services through Huduma centers still have their own regulations, norms and standards. This is against the mandate of the strategic

framework for human resources in the public service. 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 for the future policy making process. There should also be inclusive stakeholder participation in the process of policy making and policy implementation to ensure that policies are inclusive and well crafted.

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