



**FACTORS AFFECTING QUALITY SERVICE DELIVERY IN STATE CORPORATIONS IN KENYA: A CASE STUDY OF NATIONAL CEREALS AND PRODUCE BOARD**

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**ABSTRACT**

Quality of service delivery at national cereals and produce board, a state corporation Which is charged with a critical and an important responsibility and function of Procurement, storage, maintenance and distribution of famine relief food to deficit areas., maintenance of strategic grain reserve (SGR) stock on behalf of the government to be used for Food security among many other farm inputs like procurement and supply of subsidized Fertilizer, has raised public concern due to farmers outcry, and demonstrations arising from Frequent delays in procurement, supply, payments and delivery of other essential services and farm products to the general public and in particularly to the vulnerable farmers who are there main client. The ultimate effects of poor service delivery has led to many farmers abandoning the Production of staple foods like maize, wheat, beans etc in this country hence reduced food Production .This has prompted the study of factors affecting quality service in a state Corporation in Kenya with reference to national cereals and produce board. The key variables were looked at in the study were; rapid result initiative and ICT reforms (IT). This study adopted a case study approach with the main objective of the study being to examine the factors affecting quality service delivery at NCPB. To achieve this objective the Researcher employed descriptive research design and used questionnaires to collect data from the respondents. The target population of this study was 235 staff working at national Cereal and Produce Board Headquarters in Nairobi.50% of the target population i.e. 118 respondents was selected as the sample size using stratified random sampling. Increasing sample size to between 30 to 50% is justified to account for lost and incorporative subjects and especially if the researcher contemplates mailing the questionnaires Salkind (2012). The collected data was then coded to enable the responses to be grouped into various categories. Data was grouped into frequency distribution tables to indicate variable

values and number of occurrences in terms of frequency. The data was analysed quantitatively and qualitatively, Tables and other graphical presentations such as bar charts, histogram, grouped frequency distributions and pie charts as appropriate were used to present the data collected for ease of understanding and analysis. Multiple regression analysis was also used, using SPSS (statistical package for social sciences) version 21. All factors which were considered to influence the quality of the service delivery in public corporation were seen to be significant factors as their mean scores were all above the mean score of 3. This was also confirmed by the multiple regression analysis where the levels of significant were less than 0.05 for all the factors. The study recommends that state corporations should adopt rapid result initiatives as a way of improving quality service delivery. It should also embrace ICT reforms in their efforts to improve the service quality. The corporations should adopt the highest level of code of Conduct in order to serve as examples to others and improve on transparency and accountability. Finally, the study recommends that the state corporations should adopt Management style which allows employees to participate in decisions making especially in Areas affecting the performance in service delivery.

***Key Words: Procurement, Service Delivery, Rapid Results, Public Concerns, State Corporation***

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## INTRODUCTION

Service delivery is tied with performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs and the investor needs.

Quality service delivery is an increasingly important initiative being pursued by organizations to improve efficiency, productivity and hence profitability (Vining and Globerman 2000). To be able to survive and be profitable in the current globalization era, organizations remain steadfast and forecast in quality service delivery (Brannemo 2006). In today's business environment organizations consider quality service delivery to empower business focus, mitigate risks, and build sustainable competitive advantage.

Jonnes 2007 defines service quality as An assessment of how well a delivered service conforms to the client's expectations and the degree to which a provided activity promotes customer satisfaction. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.

### Statement of the Problem

The government of Kenya was concerned with the poor performance and service delivery of State owned corporations which have been ranked as the most inefficient public institutions in service delivery, employing staff through nepotism, unfair promotions to flawed procurement procedures (World Bank report 2011).

Farmers and other stakeholders across the country have raised pertinent issues and even held demonstrations as a result of poor service delivery provided (KFA 2013). The fertilizers has consistently been supplied late and in insufficient quantities, purchase of farm produce are done selectively and late

when crops are already invested, the prices set are too low and sometimes way below the production costs. Payment of farm products delivered take too long to be released (World Bank report 2011). This means that poor and vulnerable farmers who produce over 40% of the countries food requirement get frustrated and eventually lose hope and either switch to other business or produce insufficient quantities or none at all (Duflo, Esther, Micheal & Jonathan 2008). This in effect leads to reduced food production in the country and hence hunger threat.

Mann (2010) carried out a study that sought to establish public sector reforms and the use of performance contracts in quality service delivery in UK. It was found out that performance contracting and other factors improved service delivery in majority of the public enterprise involved in the study. Mann (2010) attributed this to the fact that performance contracting and other factors inculcate a sense of accountability in public service which in turn worked hard and provided quality service to the public in a professional manner.

### Objectives of the Study

The key objective of the study was to examine factors affecting quality service delivery in state corporations in Kenya. This study was conducted using a case study of national cereals and produce board. Other objectives were to evaluate the influence of Rapid Results Initiative and on quality of service delivery at NCPB and to assess the impact of ICT reforms (IT) on quality of service delivery at NCPB.

### Research Questions

- i. How does Rapid Results Initiative concept affect quality of service delivery at NCPB?
- ii. To what extent does ICT reforms (IT) influence success on quality service delivery at NCPB?

### **Scope of the Study**

The study adopted a case study research design and sought to assess and investigate factors affecting quality service delivery in state corporations in Kenya with special reference to national cereals and produce board, the study focused on rapid result initiative and ICT reforms (IT) as the variables. This is informed by the fact that while quality service delivery is a challenge to many state organizations in this country, National cereals and produce board plays a very critical and an important role, function and responsibility as the only state corporation mandated to procure, store, maintain and distribute famine relief food to deficit areas in the country, it also maintains strategic grain reserve (SGR) stock, procures and distributes subsidized fertilizer, all on behalf of the government of Kenya. This study was conducted at the headquarters of National Cereals and Produce Board located in industrial area Machakos road in Nairobi County. The target population of the study was 235 employees of NCPB with a sample size of 118 respondents being 50% of the target population. The study was carried out from July to August 2014.

### **LITERATURE REVIEW**

#### **a) Strategic Triangle theory**

Public value can be described as the contribution made by the public sector to economic, social and environmental well-being of a society or nation, and can be generally defined as what the public is willing to make sacrifices of money and freedom to achieve (Kelly et al., 2002). Public value theory argues that the creation of public value is the ultimate goal of public sector programmes and activities – the value proposition that should guide public organizations (Moore, 2000).

Moore (2000) formulated the Public Value framework to equip public sector managers with a greater understanding of the constraints and opportunities within which they work, and the challenge to create publically valuable outcomes. His central proposition was that public resources should be used to increase value not only in an economic sense but also more broadly in terms of what is valued by citizens and communities. Moore developed a 'strategic framework' in an attempt to capture the aims and constraints of public sector management and to help align goals, authorization and operational capability (Moore, 2004).

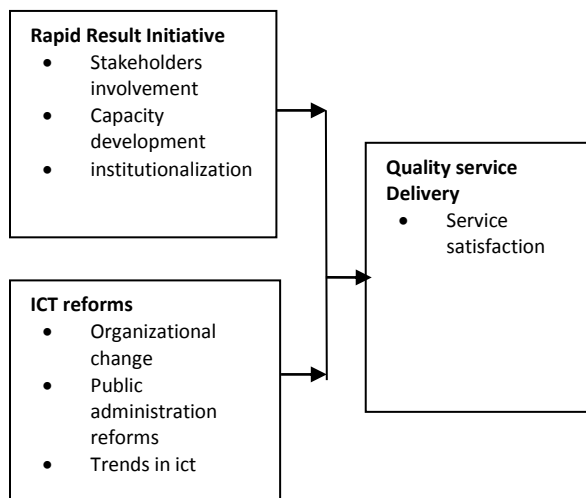
The Public Value approach envisages a manager's purpose as going beyond implementation of policy and adherence to institutional norms. It includes seeking out opportunities to make significant improvements to the lives of the public. The role is envisaged as a strategic decision maker who works at the intersection between three imperatives of value, legitimacy and feasibility. Unlike private enterprise, organizations providing public services are directly accountable to citizens and their democratic representatives. Therefore, Public Value cannot be delivered without ongoing public engagement and dialogue. Allied to this, the public value manager must be skilled in the efficient and innovative deployment of available resources, and effective in persuading other stakeholders to adopt similar purposes and approaches. The ability to adapt to, shape and manage the external environment is also a core skill of the Public Value manager.

#### **b) Social Exchange Theory**

Social exchange theory posits that the parties in an exchange relationship provide benefits to one another in the form of tangible benefits such as money or intangible benefits such as socio-emotional support (1998). The exchange of these benefits is a result of the norm of reciprocity. According to the norm of

reciprocity, individuals are obligated to return favors that have been provided by others in the course of interactions in order to strengthen interpersonal relationships (Gouldner, 1997). In addition, social exchange theory maintains that trust is an essential condition for the establishment and maintenance of interpersonal relationships. Therefore, according to social exchange theory, individuals seek to enter and maintain fair and balanced exchange relationships. In organizations, employees seek a fair and balanced exchange relationship with their employers.

### Conceptual Framework



**F** Independent Variable      **W** Dependent Variable

### Rapid Result Initiative

The clamour and pressure for public sector to improve the quality of its public Good/offerings even in the face of declining global economic fortunes is Irresistible as governments and Parastatals are being pushed to levels unknown before. So governments must continuously invest in methodologies that will render efficiency in the quality and delivery of such public good. Halachmi (2005) contends that current pressure to increase transparency and

accountability on one hand and complementary burdens to demonstrate the efficiency and effectiveness on the other hand in order to justify future allocation of resources make the use of performance measurement very attractive. There is need to ensure that managers and organizations retain enough capacity in particular the introduction of performance management should not be allowed to inhibit innovation and reasonable experimentation with alternative modes of delivering public service. In Kenya one of the approaches that widely acclaimed to deliver and currently promoted by the World Bank is the Rapid Results Initiative (RRI), otherwise known as the Rapid Results Approach (RRA). Obongo (2008) indicates that since 2003 there has been three waves of RRI initiatives moving from being a mere tool for generating results within 100 days to being a robust tool for transforming the public service from process orientation to results based management culture; establishing public service values and providing a mechanism that supports the achievement of Economic Recovery Strategy (ERS), the attainment of Millennium Development Goals (MDGs) and the Vision 2030 Kenya's flagship strategy for public service renewal. In praise of these approach Brown et al. (2005) contend that capacity to its responsibility and responsiveness to citizens' needs and rights are key to RRIs in a public sector. Similarly, WBIFP (2003) contends that RRIs unleashes existing capacity through strengthening accountability at all levels, creates a goal-oriented context for leveraging outside capacity input, accelerates the learning and discovery process of capacity issues; requirements and constraints and reduces hidden risks inherent in long-term strategies and generates stimulus and momentum for change. In sum, if these sentiments are representative of RRIs experiences elsewhere then it would appear that there exists a strong case for the RRI methodology.

### **ICT reforms (IT)**

Approaches to the delivery of services are being affected by changes in the business and social environments. These relate especially to advances in communications and information technology (CIT) and changing customer needs (OECD, 2000). The precise impact of advances in technology, and the rate of change it produces, is not easy to forecast. However the increasing use of Web-based technology is altering the expectation of customers on the availability of services and the nature of the services provided (Walsh and Godfrey, 2000; Voss, 2000). Parasuraman (2000) has also shown that customers vary in their attitudes to service within a concept of technology readiness. We might expect this to interact with the "rich"/"poor" attributes to shape customers' behaviour.

This changing context for service demand is matched by a change in the delivery of services by service organizations under the influence of technology. Technologies widen the richness and reach of service provision and also offer "smartness" in devices that will work intelligently, automatically, and remotely to free customers from tiresome tasks. The same technology also offers efficiencies to service providers. For instance, the cost of Web-based transactions represents a quantum reduction compared with telephones. In assessing changes in their service strategies, service organizations will need to consider the significance of these changes for their service products and service processes (Walsh and Godfrey, 2000; Parasuraman, 2000).

### **Empirical Review**

Gerstenfield and Wortzel (2007) analyzed the relationship between the usage of ICT and financial performance at the firm level. Data for the empirical investigation originated from a sample of 7,302 European enterprises. The

empirical results show that Internet-based innovation technologies were an important enabler of innovation in the year 2003. It was found that all studied types of innovation, including Internet-enabled and non-Internet-enabled product or technological innovations, are positively associated with turnover and employment growth. Finally, it was found that innovative activity is most of the time associated with higher profitability.

According to Adam and Farber, (2000), in the organizational context, technological innovation may be linked to performance and growth through improvements in efficiency, productivity, quality, competitive positioning and market share, among others. They also found that technological innovation is positively related with performance. During the last few decades, developing countries (DCs) have striven to be successful in the process of technology development. For technological development purposes, it is necessary to develop the four inter-related components of technology named human ware, orgaware, inforware and technoware at the same time and in parallel. However, most of researches on technology development process in DCs have focused on sequential analysis as acquisition, absorption and diffusion of technology. This sequential approach assumes that all technology innovations occur in the same way in all companies and does not distinguish between the kinds of technologies as products and processes, each of which may follow a different path Abernathy and Utterback, (2005). Further, technology development process in relation to the in-firm characteristics as well as extra-firm's situation is much more complex and dynamic. Historical evidence shows that DCs were pioneer in innovation. United Nations (2002) reckons that there have been three distinct epochs in the technological innovation of DCs.

Regarding the importance of technological innovation, there are a huge body of

knowledge like, technological innovation is a means of survival and growth of industrial sectors or technological innovation is recognized as a major contributor of economic growth and a dominant factor of business success not only in developed countries but also in DCs Pack et.al I, (2006; Wilkinson, 2003). Gerstenfield and Wortzel (2007) suggested that one of the requirements for economic and industrial development of DCs is their ability to innovate successfully. According to Tefler (2002), a company must innovate or die, the process of innovation is fundamental to a healthy and viable organization. Those who do not innovate ultimately fail.

Hill and Utterback (2009) identified technological innovation as a major agent of development and change in societies which has been linked to rising productivity, employment growth and a strong position in export markets, trade and improved quality of life. However, the inherent complexity of the process of technological innovation and its involvement in interaction with different environmental as well as industry-specific factors, made studies of the characteristics of technological innovation seem difficult to carry out. However, Lall (1980) stressed that a significant amount of technological innovation is taking place in the modern sectors of DCs, particularly in those with relatively long experience of manufacturing and with broad -based capital good sectors. To Lall, these innovations include changes in broad sense. They encompass increase in productivity and efficiency from simple learning by doing, advances in the designing, constructing and managing complex and advanced industrial processes and a manifestation of the ability to innovate technologies in the areas of medium to high.

### **Critical Review**

RBM is a public sector management philosophy and approach that focuses on achievement of goals and objectives through

strategic planning; systematic implementation; effective resource usage; performance monitoring, measurement and reporting, and evaluation to improve result delivery. It has been successfully implemented by many countries, most notably Malaysia and Canada. More and more developing countries have also incorporated a result focus into their public resource management systems, (Kosha, 2008).

RBM support greater efficiencies and effectiveness in the public sector. The cornerstone of the RBM is its strong focus on performance and linkages between performance and policymaking and resource allocation. Though there is overwhelming emphasis on outputs and outcomes, RBM also stresses the importance of resources and systems. It requires integration between result-based budgeting systems and personnel performance systems, between the operating and development budgets, and between expenditure and policies (ibid).

According to Kosha, (2008) the following key dimensions of RBM are important in providing context for state corporations and support learning from international experiences. RBM generally requires a local authority to clearly articulate its long term vision, develop medium term strategic frameworks, and annual budgets. These long term visions, medium frameworks, and short term plans complement each other.

The RBM is based on two key management principles. First, Let Managers Manage. This is based on the consideration that managers are nearest to where outputs are produced and should be given flexibility/authority to manage for results. The second is that Authority Must Match Accountability to ensure that the increased authority and flexibility is geared towards delivering the desired results. The key components of RBM are the Results Based Budgeting System and the Results Based Personnel Performance System. Complementary components include



the Results Based Management Information System, the Results Based Monitoring and Evaluation Framework, and the management information system. RBM provide the necessary framework for planning, implementing, monitoring and reporting on organizational performance, and linking organizational performance to personnel performance. The close integration and feedbacks between these components makes this system dynamic and evolving.

According to Cabinet Office (2004), the most important factor to citizens pertaining to a wide range of public services is delivery; not just in terms of delivering a final outcome, but in being perceived to keep promises and recovery when things go wrong. Public services are those services provided by governments to the public. The need for services that no individual can or will pay for, but that benefit all by their presence, is one of the justifications for taxation. Public service delivery is the implementation of those services and making sure they reach those people and places they're intended to (Aruhanga, 2012).

Studies done include; Mann (2010) carried out a study that sought to establish public sector reforms and the use of performance contracts in the UK. Besigye (2007) carried out a comprehensive study of East African public owned enterprises. Nellis (2009) conducted a study entitled 'Contract Plans and Public Enterprise Performance' funded by the World Bank across all public enterprises in Europe. Maina (2007) carried out a study entitled 'Performance Contracts with State-Owned Enterprises in Kenya'. Chinedu (2008) carried out a study entitled 'Performance Evaluation System for Memoranda of Understanding (MOUs)'. Ayub (2008) carried out a study entitled 'performance evaluation and public sector enterprises in Kenya'.

## **Research Gap**

Existing literature though informative on factors of quality service delivery, its oriented towards performance contracting and evaluation and ICT Reforms (IT) making concerns is deficient to allow a thorough understanding of quality service delivery. While most of the literature gives plausible solutions to quality service issues, Independent studies on rapid result initiative and ICT Reforms (IT) show a relationship between these variables and quality service delivery effectiveness.

However many studies embarked on only one variable that's performance contacting leaving many other related and important variables hence their effectiveness in quality service are neither emphasized nor detailed and clearly outlined. According to GOK (2003) the most important factor to citizens pertaining to a wide range of public service is quality service delivery; not just in terms of delivering a final outcome but in being perceived to keep promises and recovery when things go wrong.

There is therefore need to fill the existing gap by conducting a study wholistically on quality service delivery specifically to examine factors affecting quality service delivery in state corporations with Focus to National Cereal and Produce Board to enable remedial measures to the problems examined.

## **RESEARCH METHODOLOGY**

### **Research Design**

Research design according to Babbie (2002) is the arrangements of conditions for data collection and analysis in a way that aims to combine relevance to the research purpose with economy in the procedure. This study adopted a descriptive research design. Descriptive survey research seeks to obtain information that describes existing phenomena. In so doing it sort the individuals exact perception, attitude, behavior or values

to determine and report the way things are to enable description of characteristics associated with target population, estimates of proportions of a population that have these characteristics and discovery of association among different variables.

### **Target Population**

According to Kombo and Tromp (2006), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The target population of this study was 235 staff working at National Cereal and Produce Board Headquarters in Nairobi.

### **sampling and sample size**

According to Kothari (2004), a sample frame is the list that includes all members of the population from which a sample is to be taken; it is the complete list containing all the sampling units of the population. The sampling frame of this study included assistant managers, chief officers, supervisors, and operation staff.

The study considered a sample of 50% from the target population using stratified random sample which gave each item in the population an equal probability of being selected. One hundred and eighteen respondents were selected as the sample size to represent a population of 235 possible respondents using Stratified random sampling by taking 50% of the target population in each stratum.

Random selection was determined objectively by means of random number tables and selection of 50% was considered as representative of each stratum, cheaper and cost effective beside the limited time the analysis is to be done. Stratified random sampling ensures inclusion, in the sample, of sub groups, which otherwise would be omitted entirely by other sampling methods

because of their small number of population, (Mugenda & Mugenda, 2003).

### **Data collection**

This study used primary data for statistical analysis. According to Kothari (2004) Primary data is data which is collected afresh and for the first time, and thus happens to be original in character. Semi structured questionnaires was used. Questionnaires are used to obtain important information about the population. The questionnaire is developed to address each specific objective, research question or hypothesis of the study (Mugenda & Mugenda 2003). The data was collected through drop and pick method of administering questionnaires.

Questionnaires were first administered to the respondents prior to the main study to ensure validity and reliability of the questionnaires. Mugenda and Mugenda (2003) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. Data collected during the pilot study was not to be used in the final data analysis.

Validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study (Robinson, 2002). Validity is ensured by having objective questions included in the questionnaire and by pre-testing the instrument to be used through a pilot study in order to identify and change any ambiguous, awkward, or offensive questions and technique as emphasized by Cooper and Schindler (2003). The questionnaires were tried out on 12 respondents.

### **Data analysis and presentation**

To enable the researcher understand the data collected and assign meaning to the resulting statistics, an analysis of data was done to summarize the essential features and relationships of data in order to generalize and determine patterns of behavior and

particular outcomes. The completed questionnaires were edited for completeness and consistency before responses can be processed. Qualitative and quantitative techniques were used in the data analysis.

Content analysis was done, while descriptive analysis such as mean, frequencies and percentages were used to analyze the data. Inferential statistics such as correlation and regression model was used. Data was organized and interpreted on account of concurrence to objectives using assistance of the computer package, statistical package for social scientists (SPSS) version 21, to communicate research findings. ANOVA was used to test the level of significant of the variables on the dependent variable at 95% level of significance.

Tables and other graphical presentations such as bar charts, histogram, grouped frequency distributions and pie charts as appropriate were used to present the data collected for ease of understanding and analysis. Multiple regression analysis was used. The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where Y is the dependent variable (Quality of Service Delivery),  $\beta_0$  is the regression constant,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$  and  $\beta_5$  are the coefficients of independent variables,  $X_1$  is rapid results initiative and  $X_2$  is ICT reforms.

## FINDINGS AND DISCUSSION

### Response Rate

The sample of the study comprised of 118 respondents. The research instrument was administered to the respondents who completed the questionnaires on the spot or later returned the completed instrument. Out of the 118 questionnaires administered, 78 were fully filled and returned. This response rate is adequate and conforms to assertions by Mugenda and Mugenda (2003) that a 50% response rate is adequate for analysis and reporting, a rate of 60% is good while a

response rate of 70% and over is excellent. Non-responses were attributed to unavailability of respondents even with persistent follow ups and the respondents considering the information sensitive.

### Reliability and Validity

Reliability refers to the extent to which a measuring instrument contains variable errors that appear inconsistency from observation during any one measurement attempt or that vary each time a give unit is measured by the same instruments. Cronbach's alpha of well above 0.7 implies that the instruments were sufficiently reliable for the measurement. As most items total correlation were reasonably high, the construct validity of the instruments was considered reasonable.

**Table 1 Reliability and validity**

Variables	mean	std deviation	coefficient Reliability
Rapid Result Initiative	4.030	8.513	0.952
ICT reforms	3.775	9.019	0.894

### Genders of the respondents

It was paramount for the study to determine the respondent's gender to ascertain gender parity in National Cereals and Produce Board.

### Designation of the respondents

According to the finding 5% indicated that they are assistant managers. 21 % of the respondent indicated that they are Chief Officers, 37% were Supervisors, and 37% were operation staff. This shows that majority of the respondents were supervisors and operation staff.

### Level of education

According to the finding 3.8% indicated that they had secondary level of education, 32.1% indicated that they were university graduate

48.7% indicated that they had college education, while 15.4 % indicated that they had University postgraduate level. This shows that majority of the respondent had college level of education and so were well informed.

### Length of service

The study finding indicated that the majority of the respondent had worked for more than 12 years represented by 52.6% of the respondents. This is followed by those who had worked for 3 to 7 years who were 25.6%. The least had worked for less than 3 year, which is represented by 10.3%. It is clear from the findings that majority had been with the organization for a long period of time.

### Rapid Results Initiative

The study sought to evaluate the influence of Rapid Results Initiative on quality of service delivery at NCPB.

According to the finding ,14.1 % of the respondent stated that rapid result affected service delivery to a very great extents at NCPB. 41% of the respondents stated that it is to a great extents , 33.3 stated that it is moderate extent, 9.0% to a low extents and only 2.6 % said to no extents. It is therefore clear from this finding that the largest number of the respondent felt that the rapid result had a great influence on the organisation quality of the service delivery.

**Table 2. Position of the rapid result initiative**

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	Standard Deviation
RRI achieves systemic change through a series of small-scale, results producing and momentum building initiatives	0	0	11.3	41.0	47.4	3.64	0.683
Creates temporary governance support structure and Reinforces basic management skills and Manages the scale-up beyond the first 100 days	0	1.3	10.3	66.7	21.8	3.91	0.607
There is need to ensure that managers and organizations retain enough capacity in particular the introduction of performance management should not be allowed to inhibit innovation and reasonable experimentation with alternative modes of delivering public service.	0	0	5.1	46.2	48.7	3.56	0.594
If RRI practice is implemented in a well planned way with proper systems in place, it can lead to the improvement of quality of service delivery in the organization	0	0	19.2	46.2	34.6	3.85	0.722
RRI brings about personal initiative that leads to self motivation and therefore urge for better results.	1.3	0	6.4	55.1	37.2	3.73	0.696
RRI leads to self discipline in the work place and so leading to self assessments in term of the service delivery.	0	0	19.2	46.2	34.6	3.85	0.722
RRI Unleashes existing creativity and capacity by helping the teams overcome natural inertia and	0	1.3	11.5	51.3	35.9	3.78	0.696

resistance to change that makes it difficult to obtain a meaningful result which is needed for service delivery.

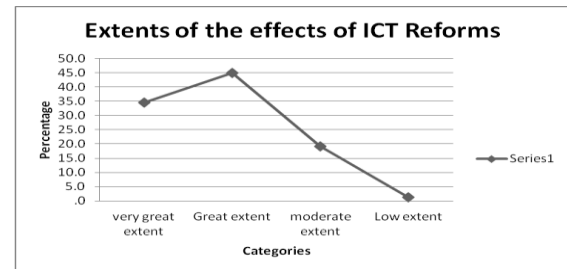
From the finding, the respondents indicated that RRI Starts by focusing on a few results and Challenges teams to achieve a 100-day results goal which is necessary for service delivery and RRI achieves systemic change through a series of small-scale, results producing and momentum building which is indicated by a mean of 3.59 and a standard deviation of 0.653. It is also clear from the finding that Creates temporary governance support structure and Reinforces basic management skills and manages the scale-up beyond the first 100 days this is indicated by a mean of 3.91 and a standard deviation of 0.607. The findings also indicated that there is need to ensure that managers and organizations retain enough capacity in particular the introduction of performance management should not be allowed to inhibit innovation and reasonable experimentation with alternative modes of delivering public service supported by a mean of 3.64 and a standard deviation of 0.683. It was also found out that If RRI practice is implemented in a well planned way with proper systems in place, it can lead to the improvement of quality of service delivery in the organization with a mean of 3.56 and a standard deviation of 0.594. The finding also indicated that RRI brings about personal initiative that leads to self motivation and therefore urge for better results and RRI leads to self discipline in the work place and so leading to self assessments in term of the service delivery represented by means of 3.73 and 1.85 respectively. Finally the finding indicated that RRI Unleashes existing creativity and capacity by helping the teams overcome natural inertia and resistance to change that makes it difficult to obtain a meaningful result which is needed

for service delivery show by the mean of 3.78 and standard deviation of 0.696.

### ICT reforms

The study sought to assess the impact of ICT reforms (IT) on quality of service delivery at NCPB.

According to the findings on the extents of the effects of the ICT reforms on the service delivery at NCPB can be explained in the figure as shown below.



**Figure 2 the Extents to which ICT reforms affect the quality of the service delivery in National Cereal and Procuce Board.**

From the finding, 34.6% of the respondents indicated that the ICT reforms affect the quality of the service delivery at a very high extent, 44.9% of the respondents indicated that ICT reforms affected the service delivery to a great extents, 19.2% of the the respondents indicate that it was to a moderate extent, while 1.3% of the respondents indicated that it was to a low extent.

**Table 3 Position about the influence of the Performance ICT Reforms on the quality of the service delivery in the NCPB**

ICT Reforms	Strongly Disagree	Disagree	Neither agree nor	Agree	Strongly agree	Mean	Standard Deviation
Relative advantages of ICT influence the quality of service delivery in	1.3	0	6.4	43.6	48.7	3.62	0.725

the organization							
increasing use of Web-based technology is altering the expectation of customers on the availability of services and the nature of the services provided	0	1.3	3.8	46.2	48.7	3.58	0.635
Technologies widen the richness and reach of service provision and also offer "smartness" in devices that will work intelligently, automatically, and remotely to free customers from tiresome tasks	1.3	1.3	1.3	33.3	62.8	3.45	0.714
There is need for a better framework for the ICT reforms in order to improve the quality of the service delivery in the organization	0	0	3.8	38.5	57.7	3.46	0.574
ICT reforms is the way forward for better service in the organizations	0	1.3	6.4	14.1	78.2	3.31	0.651

From the finding the respondents indicated that Relative advantages of ICT influence the quality of service delivery in the organization. As indicated by mean of 3.62 and a standard

deviation of 0.725 and 48.7% strongly agreeing with the statement It also indicated that increasing use of Web-based technology is altering the expectation of customers on the availability of services and the nature of the services provided as indicated by a mean of 3.58 and a standard deviation of 0.635 and 48.7% agreeing on the statement. The finding also indicated that Technologies widen the richness and reach of service provision and also offer "smartness" in devices that will work intelligently, automatically, and remotely to free customers from tiresome tasks as indicated by a mean of 3.45 and a standard deviation of 0.714 and 62.8% strongly agreeing with statement. The respondents also indicated that there is need for a better framework for the ICT reforms in order to improve the quality of the service delivery in the organization and ICT reforms is the way forward for better service in the organizations this indicated by the means of 3.46 and 3.31 respectively.

### Regression analysis

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

**Table 4 Model Summary**

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 <sup>a</sup>	.577	.559

- Predictors: (Constant) Rapid result initiative, ICT reforms
- Dependent variable: Quality service delivery

Coefficient of determination 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 (Quality service delivery) that is explained by all the 4 independent variables (Rapid result initiative, ICT reforms). The two independent variables that were studied, explain 57.7% of variance in quality service delivery in state corporations as represented by the  $R^2$ . This therefore means that other factors not studied in the research contribute 42.3% of variance in the dependent variable. Therefore, further research should be conducted to investigate into the other factors that influence of quality service delivery in state corporations in Kenya.

**Table 5. ANOVA (Analysis of variance)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.239	4	.157	16	.001 <sup>a</sup>
	Residual	50.345	113	.120		
<b>Total</b>		<b>56.584</b>	<b>117</b>			

- Predictors: (Constant), Rapid result initiative, ICT reforms
- Dependent variable: Quality service delivery

The F critical at 5% level of significance was 3.54. Since F calculated is greater than the F critical (value = 16.0), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, (Rapid result initiative, ICT reforms) explain the variation in the dependent variable which is quality service delivery in state corporations in Kenya. Subsequently, we reject the hypothesis that all the population values for the regression coefficients are 0. Conversely, if the

significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

**Table 6 : Multiple regression analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	3.632	.77		.000
	Rapid Result Initiative	3.254	0.261	.243	.001
	ICT Reforms	1.132	0.123	.175	.004

- Dependent variable: Quality service delivery

From the regression findings, the substitution of the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2$ ) becomes:

$$Y = 3.632 + 3.254 X_1 + 1.132X_2.$$

Where Y is the dependent variable (Quality service delivery in state corporations.),  $X_1$  is Rapid Results Initiative variable,  $X_2$  is ICT Reforms variable.

According to the equation, taking all factors (Rapid result initiative and ICT reforms) constant at zero, Quality service delivery will be 3.632. The data findings also show that a unit increase in Rapid result initiative variable will lead to a 3.254 increase in Quality service delivery; a unit increase in ICT reforms will lead to a 1.132 increase in Quality service delivery. This means that the most significant factor is Rapid result initiative followed by ICT reforms in affecting the Quality service delivery in the state corporations in Kenya.

At 5% level of significance and 95% level of confidence, Rapid Results Initiatives had a 0.001 level of significance; ICT reforms had a 0.004 level of significance, implying that the

most significant factor is Rapid Results Initiatives followed by ICT reforms.

### **SUMMARY OF FINDINGS**

From the finding, the respondents indicated that RRI Starts by focusing on a few results and Challenges teams to achieve a 100-day results goal which is necessary for service delivery and RRI achieves systemic change through a series of small-scale, results producing and momentum building which was supported by the majority. It is also clear from the finding that temporary governance support structure and Reinforces basic management skills and manages the scale-up beyond the first 100 days. The findings also indicated that there is need to ensure that managers and organizations retain enough capacity in particular the introduction of performance management should not be allowed to inhibit innovation and reasonable experimentation with alternative modes of delivering public service. It was also found out that if RRI practice is implemented in a well-planned way with proper systems in place, it can lead to an improvement of quality of service delivery in the organization. The finding also indicated that RRI brings about personal initiative that leads to self-motivation and therefore urge for better results and RRI leads to self-discipline in the work place and so leading to self-assessments in term of the service delivery as was supported by the majority. Finally the finding indicated that RRI Unleashes existing creativity and capacity by helping the teams overcome natural inertia and resistance to change that makes it difficult to obtain a meaningful result which is needed for service delivery.

From the finding the respondents indicated that Relative advantages of ICT influence the quality of service delivery in the organization as supported by the majority of the respondents. It was also found out that increasing use of Web-based technology is altering the expectation of customers on the

availability of services and the nature of the services. The finding also indicated that Technologies widen the richness and reach of service provision and also offer “smartness” in devices that will work intelligently, automatically, and remotely to free customers from tiresome tasks of waiting. The study also found out that there is need for a better framework for the ICT reforms in order to improve the quality of the service delivery in the organization and ICT reforms is the way forward for better service delivery in the public organizations.

### **Conclusions**

The study concludes that Rapid results initiative influenced quality of service delivery in state corporations and that should Create temporary governance support structure and Reinforces basic management skills and manages the scale-up beyond the first 100 days. This is supported by Osiche (2008) who argued that a blind, stand-alone and/or a one-off reform and non-strategic adoption of RRI practices per se is not likely to enhance service delivery, nor will it produce sustainable and visible results that improve public service delivery. The solution lies in adopting the RRI approach to suit respective settings of application. This view is reinforced by Matta (2011) who justifies customization of the RRI approach and argues that each of the rapid results story is a work in progress; much more experience is needed to refine the approach and ensure that it is able to support progress.

The study also concludes that ICT reforms influenced quality of service delivery in state corporations and that there is need for a better framework for the ICT reforms in order to improve the quality of the service delivery in the organization. This is in support of the literature review that the use of ICT reforms (IT) is considered a prerequisite for effective and quality service delivery in today’s volatile competitive environment.



The relationship between IT and quality service is exemplified by a study conducted by Forrester Research that indicated an increase dependant by the manufacturers in the US on benefits accruing from the use of ICT Reforms (IT) efficiency and quality of service delivery to customers in a timely manner Radjou (2003).

### **Recommendations**

As pertains rapid result initiative system corporations should fully adopt the system and make further improvements aimed at enhancing quality service delivery from 100 days target to a lesser time frame period so as to yield consistent favorable results. Also the study recommends that specific areas corporations should target in ICT reforms include enhancing employee skills and

infrastructure improvements. Finally the study recommends that corporations' culture should shift from the previous protected monopoly to competitive environment which requires strong customer satisfaction focus. At the same time innovation should be encouraged at all levels to achieve the highest possible level of customer loyalty, trust and satisfaction.

### **Recommendations for Further studies**

This study sought to explore and indicate the significant relationships between the study variables and quality service delivery in state corporations in Kenya; to this end therefore the study recommends to scholars and researchers that further study be carried out to assess the other factors that may affect the quality service delivery in state corporations in Kenya.

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