

Factors Affecting Service Delivery Quality in Yeka Sub-City of Addis Ababa, Daba Moti*

Abstract

Effective delivery of services is one of the most direct ways to promote the economic growth of a country. However, public services are characterized poorly. The main objective of this study was to assess factors affecting service delivery quality in public service institutions in Addis Ababa. Questionnaires, interviews, and focused group discussions were used to collect data. The data was collected from 320 respondents. The study employed both quantitative and qualitative approaches. The SPSS statistics was used for both the descriptive and inferential analysis. The findings indicate that the quantitative mean values show acceptable results. Work environment, technology and training are the significant factors. However, lack of good leadership, inconsistent type of training with practical jobs, weak in organizational culture, lack of conducive environment in experience sharing, lack of well incentive systems which hinder the motivation of employees and lack of applying modern technology are pinpointed as limitations. Therefore, concerned bodies should take corrective measures.

Keywords: Service delivery, leadership, technology

* Consultant, Training and Consultancy Division, Civil Service University, Addis Ababa , Ethiopia ; email: daba.moti@yahoo.com

Introduction

In countries around the world, local governments and other local public sector bodies are responsible for delivering the public services that people rely on the day-to-day: schools for their children, public health services, access to clean water, clean streets, sanitation for the urban poor, and so on, which intern lead to the economic growth of countries (Benjamin, T., 2017).

The concept of service delivery has gained increased attention in the public administration literature. Over the last three decades, governmental cost-cutting on the one hand and growing public pressure on the other have served as the impetus to the modernization and improvement of public services in urban areas (Caemmerer, B. & Dewar, A., 2013). Service delivery quality is one of the most important competitive factors in today's public service institutions. Service delivery is the act of taking care of the customers' needs by providing

professional, helpful, high-quality service and assistance before, during, and after the customers' needs are met. Developing demand-driven customer services have a crucial role in public service institutions. Public institutions work to identify needs and provide quality services in the short-term, mid-term, and long-time (Khan, R., Khan, F. & Khan, M., 2011). In countries around the world, the public sector delivers the services that people rely on daily to get ahead in life. Beyond providing for basic human needs, public-sector services also help unlock the economic potential of the people who receive them by enhancing their knowledge, skills, and attitudes and connecting them with jobs. Thus, delivering quality services in public institutions is one of the most direct ways to promote the economic potential of citizens. Public sector institutions should start by

understanding that citizens are their customers (Pauline, A., 2018).

The concept of public service sector reform has evolved from isolated occurrences and is now seen largely as a global issue. The practice of service providers associated with public sector reform programs has led to the formalization of effective and quality service provision. Since the early 2000s, the global development agenda and the focus of the international development community have come to a consensus that governments have a responsibility to provide quality services for a range of basic services that facilitate human well-being and economic progress. Any public government institution should provide an efficient and effective public service with the intention to ensure the existence and trust of its citizens. Delivering effective and high-quality service is a means in favor of a continuous competitive benefit to citizens (Ayenew, M. 2016).

The adoption of the federal civil service system in Ethiopia seems to have strong conviction. The existence of an efficient, effective, and quality civil service serves as the backbone of sustainable development. This capacity building in these services is made because of the conviction that building the capacity of employees in public institutions enhances the service satisfaction of its citizens. To enhance the capacity of public institutions in Ethiopia and to create an ideal environment for economic growth and development, the public sector institutions have gone through a series of reform processes including civil service reform. The reform phase began in September 2001, with the launch of the Public Sector Capacity Building Support Program (PSCAP), which also revived the Civil Service Reform Program (CSRP). The Government has moved quickly to prepare the CSRP for its full implementation across all regions and levels of government (Adebabay, A., 2011).

The Ethiopian government has begun implementing reform in service delivery due to quality service delivery dissatisfaction of citizens and growing consensus that it is the root cause of all-round crises in the public sector (Chanyalew, M., 2014). The main rationale behind civil service reform in Ethiopia is the need to reinvent public service. Therefore, it is necessary to assess the factors affecting service delivery quality for further improvement of service provision.

Statement of the Problem

The Second Growth and Transformation Plan (GTP II) has set out an objective to envision transforming the Ethiopian economy into a lower middle-income category by 2025 via increasing the productivity and competitiveness of the public sector institutions through effective and quality service delivery to citizens; and thereby realizing economic development of the country (National Planning Commission, 2016). There is a definite relationship between service delivery and economic development. The effectiveness of service delivery, which is the important factor, must be measured in accordance with its determinant factors to ensure that the limited resources are used economically and efficiently (Ramafamba, E. & Mears, R., 2012).

Although the adoption of the Federal Civil Service System in Ethiopia seems to have a strong conviction in that the existence of an efficient and effective civil service delivery quality, the system has been facing many challenges. The convenient workplace conditions for staff are requirements for improving productivity and quality of outcomes; however, working conditions in many public institutions lack safety, health, and comfort issues. Working under inconvenient conditions may end up with low performance and face occupational health diseases causing high

absenteeism and turnover. There are many organizations in which employees encounter working conditions problems related to environmental and physical factors (Pech, R. & Slade, B., 2006).

The Addis Ababa City Administration faced difficulties in providing effective and quality services to its citizens. The local communities lost their land. Rivers were contaminated by waste released from companies. According to the study by Bekelcha, K. (2019), labor exploitation and numbers of workers in several companies were disabled. Banks faced problems in relation to the formal follow system after training was conducted. Inequitable salary; unfair promotion; limitation in participating employees in decision making were the major problems. Mean value for motivation, leadership, organizational culture, and working environment were below average which indicates that there was a limitation in practicing quality service provision (Getamesay, B., 2016). Low employee's capacity led to a decrease in the provision of quality services of the public health sector; inadequate technology adoption in the provision of health service led to a decrease in the provision of service quality; the ineffective communication channels affected delivery service quality in the public health sector; and insufficient financial resources resulted to decrease in the provision of health service quality (Kenneth, N., 2012).

Low use of technology in civil service organizations, weak work environment and staff capacity negatively affect the quality of service delivery to the citizens which had a negative impact on the development of the country (Balqeysa, A., 2017). The ineffective civil service provision process like limited resources, poor communication of the reform objective, a small amount of remuneration, and lack of local ownership of reform were the major problems (Yosef, T., 2011). Comprehensive grievance and complaints

handling mechanisms including a need for sensitization of customers about their rights and privileges, and the need to adopt and implement reward systems are some of the limitations in order to consistently improve better service delivery in all public institutions (Gezae, A., 2017).

From these past researches' findings, it can be said that public service institutions have faced challenges in service delivery quality to the citizens. It requires the assessment of its service delivery quality level. Therefore, it is necessary to conduct a study that assesses and realizes expectations of the goals of the institutions' service delivery quality. This study is worthwhile by identifying the factors and fills the current gap in quality service delivery performances. It also identifies the overall responses that describe the gaps in the study area. Thus, the above statements guide the study in building up the following research questions.

Research Questions:

1. What are the performances of service delivery quality of the institutions?
2. To what extent of the overall determinant factors affect service delivery quality?
3. What are the challenges for quality service delivery?

Geographically, this study covers the employees of selected *woredas* in Yeka Sub-City. The significance of this study lies in identifying determinant factors affecting service delivery quality in the study area. The findings of the study have identified the gaps that help the institutions to solve practical problems and improve their quality of service provisions. The result of the study has also highlighted the key determinant factors affecting service delivery quality that will develop dynamic improvements in service delivery quality of the study area. Due to time and resource constraints, the scope of the study areas was restricted to only few *woredas*.

Literature Review

Definitions and Concepts of Service Delivery Quality

Defining service delivery quality first requires a common definition of service. Services refer to economic activities offered by one party to another, most commonly employing time-based performances to bring about desired results in recipients themselves or in objects or assets for which purchasers have responsibility. Quality is the degree of goodness or worth of something. Service quality is generally viewed as the output of the service delivery system. A product or service is said to be of high quality if it has attributes or features that meet the expectations of its consumers or users. Quality is the degree of goodness or worth of something. A product or service is said to be of high quality if it has attributes or features that meet the expectations of its consumers or users. (Balqeyisa, A., 2017 & Kenneth, N., 2012).

Services refer to economic activities offered by one party to another, most commonly employing time based performances to bring about desired results in recipients themselves or in objects or assets for which purchasers have responsibility. Service quality is an assessment of how well a delivered service conforms to the client's expectations. 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. Service quality is a focused evaluation that reflects the customer's perception of specific dimensions of service namely reliability, responsiveness, assurance, empathy, and tangibles. Public institutions are able to identify the problem quickly, improve their service provision, and better assess client expectations. Service quality is generally viewed as the output of the service delivery system, especially in the case of pure service systems. Moreover,

service quality and provision are linked to consumer satisfaction (Balqeyisa, A., 2017, Getamesay, B., 2016 & Ramya, N., Kowsalya, A. & Dharanipriya, K., 2019).

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. Service is a product or activity that meets the needs of a user or can be applied by a user. To be effective, services should possess these attributes that include available and timely (at time and space scales that the user needs); dependable and reliable (delivered on time to the required user specification); usable (presented in user-specific formats so that the client can fully understand); Useful (to respond appropriately to user needs); credible (for the user to confidently apply to decision making); authentic (entitled to be accepted by stakeholders in the given decision contexts); Responsive and flexible (to the evolving user needs); sustainable (affordable and consistent over time); and expandable (to be applicable to different kinds of services (Ramafamba, E., & Mears, R. 2012). Effective service delivery, then, is a continuous, cyclic process for developing and delivering user focused quality services (Pauline, A., 2018 & Chepchumba, R., 2017).

In countries around the world, the public sector institutions deliver the services that citizens rely on daily to get ahead in life, such as schools for their children, public health services, access to clean drinking water, living houses, and infrastructures (UNDP, 2016). The basic human needs help the economic potential of the public institutions' staffs who receive them by enhancing their skills, strengthening their health, and connecting them with jobs. Thus, strengthening the effective and equitable

delivery of quality services is a direct way to promote the economic development of the citizens. Capacity building in the areas of service delivery is the major area of human resource development function of particular relevance to the effective use of human resources. The recognition of the importance of education, training, a conducive working environment, and employees motivation in recent years has been heavily influenced by the intensification of competition and the relative success of public institutions (Chepchumba, R., 2017, Getamesay, B., 2016, Tuwei, R. & Tarus, B., 2017 and Benjamin, T. 2017).

Developing demand-driven quality services have a crucial role in institutional development. Public institutions work to identify the needs of their citizens in the short-term, mid-term, and long-time. Service delivery is a component of business that defines the interaction between providers and receivers where the provider offers services. A service delivery quality framework is a set of principles, policies, and constraints used to guide the design, development, operation, and retirement of services provided by service providers with a view to offering a consistent service experience to a specific user community in a specific institutional context. Designing the service delivery quality system should focus on what creates value for the institutions and how to engage frontline employees to deliver the services (Khan, R., 2011, Getamesay, B., 2016 and Carneiro, P., & Lee, S., 2011).

Organizational culture is the set of overriding principles according to which management controls, maintains, and develops the social process that manifests itself as delivery of service and gives value to customers. Once a superior service delivery quality system and a realistic service concept have been established, there is no other component as fundamental to the long-term success of a service organization as its culture. The practice of organizational

culture that commonly includes beliefs, values, attitudes, and practices of the employees of the institution is a powerful force in determining the health and wellbeing of the public institutions (Morshed, A., 2020, Christopher, T., 2012 & Alom, M. M., 2020).

Employee engagement represents an affective, motivational, work-related state of mind characterized by feelings of persistence, fulfillment, enthusiasm, absorption, and dedication. It has become an intriguing issue for human resource professionals due to its potentially optimal means of redefining the employee-organization relationship (Soni, B., 2013, Shuck, B. & Kevin, R. 2013). Employee engagement includes employee attitude activities, purpose-driven leadership, and human resource processes. Even the best-designed processes and systems will only be effective if carried out by people with higher engagement. Engagement is the moderator between the design and the execution of the service excellence model (Vigoda-Gadot, E., Eldor, L. & Schohat, L. M., 2013, Nada, M. M. & Fard, R. Y., 2013).

Conceptual Framework

The study is mainly based on the conceptual framework which was adopted from Getamesay, B. (2016) and Carneiro, P., & Lee, S. (2011). Getamesay, B. (2016) used variables that include leadership style, training, organizational culture, motivation, and work environment. On the other hand, Balqeyisa, A. (2017) used working environment, staff capacity, remuneration, and technology. Based on these two frameworks and taking some modification, the conceptual framework is adopted having six independent variables that encompass their items and one dependent variable. The framework helps to see the relationship and to what extent the independent variables affect service delivery quality and which

variables contribute significant effect to the dependent

Empirical Evidences

Chepchumba, R. (2017) studied the effect of work environment on service delivery. He found that the work environment has a significant and negative effect on service delivery quality.

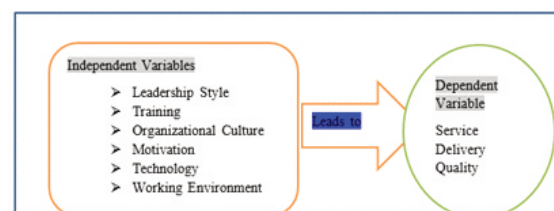


Figure 1.1: Conceptual Framework

The employees disagreed that they feel in control of their work and capable of competently carrying out their daily tasks (mean = 2). This could mean that there is no mutual support in terms of job prospects among the employees since they are unable to keep encounters with other staff work-centered rather than ego-centered. Similarly, the employees disagreed that the administrative team provides an environment in which they feel safe and secure (mean = 1.87, SD = 0.332). This could suggest that employees feel insecure in their work environment.

Kanyua, F. N. & Thiane, K. (2017) conducted a study on how leadership style influences the implementation of service delivery. The study found that the county government has a policy on leadership style. They also found that workers were not free to make most decisions without consulting their seniors. Decisions are made by their seniors.

Boamah, R. (2014) conducted a study on the effect of motivation on employees' performance in service provisions. The study revealed that promotion and opportunity for advancement are a major motivating factors. The study has also revealed that motivation level is low. The study identified the root causes of motivation problems that include the lowest wages and salaries.

Christopher, T. (2012) examined the impact of organizational culture on employee creativity and service provision. The study described that its Pearson's Correlation coefficient shows 0.716). The result showed a strong and positive relationship between organizational culture and employee creativity which enables the provision of services. Employee creativity and motivation were positively related to effective service provision. Employee autonomy had the greatest and positive impact on creativity whilst financial reward (for creative work) was negatively correlated with employee creativity. Based on this study, it was concluded that organizational culture impacts employee performance in public service provision.

Materials and Methods

Study Design

The research design focused on descriptive and inferential analysis. This study used two kinds of data collection methods, quantitative and qualitative, with the closed and open-ended questionnaire. Although the result of the research might highly be dependent on the primary data that was gathered through the questionnaire and discussions.

The importance of collecting and considering primary and secondary as well as qualitative and quantitative data was used to triangulate and supplement the diverse data generated from different sources which in return used to make the research findings reliable. Data quality was assured using appropriate data collection process techniques such as giving orientation to data collectors about the contents of the questionnaire and frequent supervisions; data collectors assisted the respondents in case of difficulties; reporting problems have been countered at the time of data collection immediately by the researcher, and taking appropriate measures. Questionnaires were checked for missing values and

inconsistency. Those found to have lots of missing values and inconsistencies were excluded from the study and considered as non-response. Finally, after data screening, data coding and entry were made by the principal investigator with the help of data entry professionals.

Study Population and Sample Size Calculation

The study population was employees of woreda 11 and woreda 12 in Yeka Sub-City. Sample respondents were selected from individual employees, experts, low and middle-level managements using a simple random sampling method. The sample of this study is calculated by using Taro Yamane formula (Yamane, 1967). The sample size is calculated at a 95% confidence level and a 5% margin of error. The sample size calculation requires a proportional sampling technique in the institutions. The sample size was 357 respondents out of which 320 were correctly filled and returned. In addition to the structured questionnaire, three focused group discussions and six interviews were conducted.

Data Collection Instruments

Data collection instruments (structured questionnaire, key informant interview, and focused group discussion questions) were used to collect the data from the respondents. The questionnaire was prepared in terms of close-ended responsive which is numerical and open-ended responsive which is non-numerical. The closed-ended quantitative method was organized using the Likert five scale format. The information was also gained from key informant interviewees and focused group discussions with managers. Focus groups are especially effective for capturing information about social norms, different opinions within a population and from a diverse range of people. The secondary data sources were also gathered and used from the policy documents of the

institutions and research findings of various scholars on the topic under investigation.

Data Analysis Method

After the completion of the data collection process data screening, coding, entering, and analyzing was made so as to check the consistency and validity of data collected with different tools. Both quantitative and qualitative data were used for the analysis. Data from questionnaires were analyzed through both descriptive and inferential statistics using SPSS software version 25. To measure the service delivery quality level a 5 point scale has been used which is denoted by 1=SD, 2=D, 3=M, 4=A, and 5=SA. The descriptive statistics (frequency distribution, percentile, minimum, maximum, mean, and standard deviation) were used to examine the general level of the determinant factors.

The inferential statistics (correlation and regression analysis) were used to consider the validity and reliability of this study. A measuring instrument is valid if it provides consistent results. Pearson correlation coefficient is a static tool that indicates the degree to which two variables are related to one another (Kothari, C., 2004). It is commonly used as a measure of the internal consistency test score for a sample of examinees. Thus, for testing the relationship between and among the variables, the Pearson correlation coefficient was calculated. The correlation coefficient between 0.8 and 0.95 are considered to have very good quality, scales with a coefficient between 0.7 and 0.8 are considered to have good reliability, and a coefficient between 0.6 and 0.7 indicates fair validity. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two

variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Zikmund, B. & Griffin, M., 2010).

The independent variables treated in the study are leadership, organizational culture, working environment, motivation, technology, and training of staff. On the other side, service delivery quality is considered as the dependent variable. In order to measure the extent of the effects of the independent variables on the dependent variable, Multiple Regression Mathematical Equation was used. Linear regression is a form of predictive model which is widely used in many real world applications.

$$SDQ = \beta_0 + \beta_1 LS + \beta_2 TR + \beta_3 OC + \beta_4 MT + \beta_5 TC + \beta_6 WE$$

Where:-

SDQ = Service Delivery Quality

LS = Leadership

TR = Training

OC = Organizational Culture

MT = Motivation

TC = Technology

WE = Working Environment

With the help of the above given equation, the effects of independent variables on the dependent variable were measured. B_0 is the intercept term that gives the mean effect on the dependent variable of all the variables excluded from the equation. Its interpretation is the average value of SDQ when the stated independent variables are set equal to zero. $B_1, B_2, B_3, B_4, B_5,$ and B_6 refer to the coefficient of their respective independent variables which measure the change in the mean value of SDQ per unit change in their respective independent variables.

Result and Discussions

Responses of the Respondents

In this section, details are given to the items of the assessment of factors affecting service delivery quality in service provisions of the institutions to the citizens. The respondents' responses in the assessment process were used as an instrument for identifying the determinant factors of service delivery quality. The responses of respondents reveal differences in determinant factors. The respondents' responses are either strongly disagree, disagree, moderate, agree, or strongly agree. According to Chileshe, N. & Kikwasi, G. (2014), the performance of determinant factors less than 49.9% is considered as low, in between 50% - 64.9% is considered as average and greater than or equal to 65% is considered as high performance.

The results in terms of the overall bundle of the determinant factors are described in Table 1. Table 2 also describes the aggregate mean values of all the responses of the items of the determinant factors as follows.

Leadership Style

Accordingly, 103 (32%) of respondents responded to moderate, 50 (16%) responded to agree and only 9 (3%) rated to strongly agree. On the other hand, 61 (19%) of the respondents responded to strongly disagree and 97 (30%) of the respondents responded to disagree. Generally, 158 (49%) of the respondents responded to less than moderate level while 162 (51%) of respondents responded to moderate level and above. The aggregate mean value of the responses on leadership style also describes 2.9219 which is above cut-off point, 2.5. These results describe that leadership style contributes to the average level of performance to service delivery quality of the institutions.

Lack of supervision values the ideas of employees; lack of freedom and participation of employees in decision making; lack of

supervision in supporting employees in developing the capacity of employees in service delivery; biasedness of management and lack of basic necessary knowledge, skills, and attitude of managers were also pinpointed from the focused group discussions and interviews conducted. The qualitative data also supports the result of the quantitative data.

Training

Seventy (22%) of respondents responded to moderate, 32 (10%) responded to agree and no one rated to strongly agree. On the other hand, 102 (32%) of the respondents responded to strongly disagree and 116 (36%) of the respondents responded to disagree. Generally, 218 (68%) of the respondents responded to less than moderate level while 102 (32%) of respondents responded to moderate level and above. The aggregate mean value of the responses on training also describes 2.3417 which is below cut-off point, 2.5. These results describe that training contributes to low level of performance.

Table 1 The average responses of the overall bundle of the determinant factors

Determinant Factors		Response Level				
		St. disagree	Disagree	Moderate	Agree	St. agree
Leadership style	Freq	61	97	103	50	9
	Percent	19	30	32	16	3
Training	Freq	102	116	70	32	0
	Percent	32	36	22	10	0
Organizational Culture	Freq	48	62	111	61	38
	Percent	15	19	35	19	12
Motivation	Freq	48	105	112	43	12
	Percent	15	33	35	14	3
Technology	Freq	65	107	102	39	7
	Percent	20	33	32	12	2
Work Environment	Freq	107	114	68	24	7
	Percent	33	36	22	7	2
Average Response	Freq	72	100	94	42	12
Overall Percent	Percent	22.4	31.3	29.5	13	3.8

Source: Own survey, 2021

The focused group discussions and interviews identified similar problems that include lack of training need assessment; lack of practical training; lack of consistent and sustainable training; and lack of on-job training. The qualitative data supports the result of the quantitative data. Thus both quantitative and qualitative data describe the low performance of training that affects the

quality of service provisions to the citizens of the institutions.

Organizational Culture

One hundred eleven (35%) of respondents responded to moderate, 61 (19%) responded to agree and 38 (12%) rated to strongly agree. On the other hand, 48 (15%) of the respondents responded to strongly disagree and 62 (19%) of the respondents responded to disagree. Generally, 110 (34%) of the respondents responded to less than moderate level while 210 (66%) of respondents responded to moderate level and above.

Table 2: The Minimum, Maximum, Mean And Standard Deviation Values Of The Overall Determinant Variables

Variables	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	1.00	5.00	2.9219	1.16630
Training	1.00	5.00	2.3417	.98752
Organizational Culture	1.00	5.00	2.8708	1.01674
Motivation	1.00	5.00	2.8708	1.01674
Technology	1.00	5.00	2.6234	.98639
Work Environment	1.00	5.00	2.2391	1.03385
Average Mean Value			2.6446	

Source: Own survey, 2021

The aggregate mean value of the responses on organizational culture also describes 2.8708 which is above cut-off point, 2.5. These results describe that organizational culture contributes to high level of performance. Although the quantitative data describes high performance in determining service quality, it is not free from some limitations. The focused group discussions and interviews identified problems that include lack of shared values; lack of team spirit; and lack of experience sharing among employees.

Motivation

One hundred twelve (35%) responses showed moderate, 43 (14%) responses reflected agree, and only 12 (3%) showed strongly agree. On the other hand, 48 (15%) of the respondents responded to strongly disagree and 105 (33%) of the respondents responded to disagree. Generally, 153 (48%) of the respondents responded to less than moderate level while 167 (52%) of respondents responded to moderate level and

above. The aggregate mean value of the responses on motivation also describes 2.8708 which is above cut-off point, 2.5. These results describe that motivation contributes to high level of performance. Focused group discussions and interviews identified similar problems that include unsatisfactory salary in relation to jobs; no recognition to hard-working employees; unfair way of staff promotion; and no incentive systems which hinder the performance of the dependent variable.

Technology

One hundred two (32%) of respondents responded to moderate, 39 (12%) responded to agree and only 7 (2%) rated to strongly agree. On the other hand, 65 (20%) of the respondents responded to strongly disagrees and 107 (34%) of the respondents responded to disagree. Generally, 172(54%) of the respondents responded to less than moderate level while 148 (46%) of respondents responded to moderate level and above. The aggregate mean value of the responses on technology also describes 2.6234 which is above cut-off point, 2.5. These results describe that technology contributes to low level of performance. Focused group discussions and interviews also identified problems that include no adoption of new technology; services are not provided with the help of technology; and lack of ICT skills that hinder the provision of service delivery.

Work Environment

As data showed, Sixty eight (22%) of the respondents chose moderate, 24(7%) responded agree and only 7 (2%) rated strongly agree. On the other hand, 107(33%) of the respondents responded strongly disagrees and 114(36%) of the respondents responded to disagree. Generally, 221(69%) of the respondents responded to less than moderate level while 99 (31%) of respondents responded to moderate level and above. The aggregate mean value of the responses on work environment also

describes 2.2391 which is below cut-off point, 2.5. These results describe that work environment contributes to low level of performance. As the quantitative data describes poor performance of using work environment in the institutions, the qualitative data also pinpoints some limitations. Focused group discussions and interviews identified problems that include inadequate provision of facilities and resources; uncomfortable and inconvenient infrastructures; poor office layout which is difficult in getting offices of the service providers of the institutions and improper seating arrangements in the office. The qualitative data supports the result of the quantitative data.

Generally, the responses of the individual items are summarized under each determinant factor. Each frequency describes the average responses of each item of the determinant factors. Thus, the response to a moderate level and above to organizational culture is 66%, leadership style is 51%, motivation is 52%, technology is 47%, training is 32%, and work environment is 31%. The average mean value of all the independent variables describes 2.6446 which is above cut-off point. From these results, it can be said that the implementation performances of the average of overall responses of the determinant factors describe average performance in contributing to the quality of service delivery of the institutions.

Reliability of the Instruments

For testing the reliability of the data instrument, Cronbach's Alpha was calculated to test the reliability of the research instrument. Table 4.3 describes the reliability of the construct items that were evaluated using Cronbach's coefficient alpha. The average result of the reliability test of the variables was 0.860 which exceeds the minimum acceptable cut-off point. One of the most commonly used

indicators of internal consistency is Cronbach's alpha coefficient. Ideally, the Cronbach alpha coefficient of a scale should be above 0.7 (Pallant, J. & Bailey, C., 2005).

The result of the reliability test of each item shows the internal consistency reliability. This suggested that the internal reliability in this study was acceptable and signified to be good in all determinant factors. The data gathered in terms of the items of the determinant factors were used for regression analysis. The results of the reliability test of each item is described as in table 3.

Table 3 Reliability Analysis Of The Determinant Factors

Determinant Variables	No. of items	Cronbach's alpha
Leadership Style	7	0.790
Training	5	0.873
Organizational Culture	5	0.800
Motivation	5	0.721
Technology	4	0.741
Work Environment	4	0.759
Overall quality	4	0.705
Valid N (listwise)=320	34	

Source: Own survey, 2021

The Relationships Between And Among The Variables

Determining the degree of association between the determinant variables and the dependent variable is the main purpose of conducting an analysis using Pearson correlation.

Table 4 describes the correlation analysis between the independent variables and the dependent variable; and among the independent variables. The result shows that the existing practices of training ($r=0.587$, $p<0.01$), technology ($r= 0.618$, $p<0.01$), and work environment ($r= 0.635$, $p<0.01$) have substantial association, positive relationship and statistical significant at 0.01 level. Leadership style ($r= 0.445$, $p<0.01$), organizational culture ($r= 0.386$, $p<0.01$) and motivation ($r= 0.386$, $p<0.01$) have moderate association,

positive relationship and statistical significant at 0.01 level. This means an increase in training activities will bring an increment in employees' job performance.

Table 4 Pearson Correlation Between Independent Variables And Dependent Variable

Variables	OSQ	OLS	OTR	OCC	OMT	OTC	OWE
Overall Service Quality1 (OSQ)		.445**	.587**	.386**	.386**	.618**	.626**
Leadership Style (OLS)	.445**	1	.477**	.588**	.588**	.464**	.304**
Training (OTR)	.587**	.477**	1	.480**	.480**	.515**	.424**
Organizational Culture(OCC)	.386**	.588**	.480**	1	1.000**	.473**	.321**
Motivation (OMT)	.386**	.588**	.480**	1.000**	1	.473**	.321**
Technology (OTC)	.618**	.464**	.515**	.473**	.473**	1	.473**
Work Environment 9OWE)	.626**	.304**	.424**	.321**	.321**	.473**	1

** Correlation is significant at the 0.01 level (2-tailed). N=320

Source: Own survey, 2021

Regression analysis is a systematic method that is used to investigate the effect of one or more predictor variables on the dependent variable. Regression analysis is a reliable method of identifying which variables have an impact on the dependent variable. The process of performing a regression allows to confidently to determine which factors matter most, which factors can be ignored, and how these factors influence each other. Thus, this multiple regression is used in order to investigate the effect of each and the overall bundle of determinant factors on the dependent variable.

The coefficient of determination (denoted by R^2) is a key output of regression analysis. It is interpreted as the proportion of the variance in the dependent variable that is predictable from the independent variables. The coefficient of determination is the square of the correlation (r) between the predicted variable and actual variable; thus, it ranges from 0 to 1. An R^2 between 0 and 1 indicates the extent to which the dependent variable is predictable. The measure of autocorrelation will always have a value between 0 and 4. A value of 2.0 indicates that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation. The result of the Durbin-Watson value is 1.824 that is significant and approximate to 2. The F value is 74.545 at 0.000 significant level

which shows that the model is good as its value is less than 0.05. The result $F=74.545$ which is greater than 1 and $P<0.01$ indicates that the combination of determinant factors have positive effect on service delivery quality which is statistically significant and confident at 99%.

Table 5 shows the relative contribution of each independent variable by taking the beta value under the unstandardized coefficients. The higher the beta value indicates the strongest its contribution to

Table 5 Multiple Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.172	.124		1.386	.167
Leadership Style	.090	.039	.110	2.318	.021
Training	.233	.047	.240	4.948	.000
Organizational Culture	.069	.053	.087	1.311	.191
Motivation	.112	.064	.119	1.763	.079
Technology	.281	.046	.289	6.127	.000
Work Environment	.338	.039	.364	8.568	.000

a. Dependent Variable: GOSQ
Source: Own survey, 2021

Accordingly, work environment (Beta=0.338) shows a one-unit increase in the work environment would lead to a 0.338 unit increase in the level of service delivery quality and follow by technology (B=0.281), training (B=0.233), and leadership style (B=0.090). The statistical significance of each variable also shows that all these four variables have a statistically significant contribution (Sig < 0.05) for the prediction of the service delivery quality.

Organizational culture and motivation contribute to the dependent variable with beta values of B= 0.069 and B= 0.112 respectively. The statistical significance of these two variables shows that they do have a statistically insignificant contribution to the prediction of the dependent variable. They do have statistically less effect to make a significant prediction on service delivery quality.

The equation of multiple regressions is built on the dependent variable and independent variables. The objective of using a regression equation is to make it more effective at describing and predicting the stated variables based on their contributions to the dependent variable. Therefore, using the result in the regression coefficient described in table 4.5, the estimated regression model is shown below.

$$SDQ = 0.172 + 0.090LS + 0.233TR + 0.069OC + 0.112MT + 0.281TC + 0.338WE$$

From the above regression model, it was found that provision of service quality would be at 0.172 holding all independent variables constant at zero. The beta value of an independent variable (Leadership Style) is 0.090 with a t-value, 2.318 and a significant level of .021. This indicates that a unit increase in leadership style would lead to an increase in the provision of service quality by a factor of 0.090. The beta value of an independent variable (Training) is 0.233 with a t-value of 4.948 and a statistically significant level of .000. The beta value of independent variable (Organizational Culture) is 0.069 with a tvalue of 1.311 and an insignificant level of .191. The beta value of an independent variable (Motivation) is 0.112 with a t-value, 1.763 and an insignificant level of .079.

The beta value of an independent variable (Technology) is 0.281 with a t value of 6.127 and a significant level of .000. The beta value of an independent variable (Work Environment) is 0.338 with a t-value, 8.568 and a statistically significant level of .000. These beta values indicate the amount of change in the dependent variable due to changes in independent variables. All independent variables have a positive impact. But, leadership style, training,

technology, and work environment are the significant factors in determining service delivery quality.

Discussion

In case of this study, the beta value of technology is 0.281 with a t value of 6.127 and statistically significant level of .000. These results show that the implementation performance of technology revealed acceptable performance in predicting service delivery quality that opposed to Wanjau, K., Muiruri, B. & Ayodo, E. (2012) described Low employees' capacity and low technology adoption that affects service delivery quality of public service institutions. Boamah, R. (2014) realized that the work environment had a moderate relationship with performance in service delivery quality.

The correlation value of motivation was 0.563 which is considered as a moderate relationship. On the other hand, this study describes that work environment had a substantial association (0.626) and motivation had a moderate association (0.112) with service delivery quality. The findings reveal almost similar results.

The results of this study indicate that low effects of leadership style, organizational culture and motivation on service delivery quality concurred with Wanjau, K., Muiruri, B. & Ayodo, E. (2012) findings. Theuri, M., Macharia, S. & Kamau, A. (2020) conducted research on Assessment of the influence of determinant factors on service delivery. The result of ANOVA shows an F ratio of 14.59 at a p-value $0.000 < 0.05$, which indicates a statistically significant model. The result of this study shows an F ratio of 74.545 at a p-value $0.000 < 0.05$, which indicates a statistically significant model. The results of ANOVA reveal similar results.

Theuri, M., Macharia, S. & Kamau, A. (2020) also found that the working environment had positive and significant effects on service delivery ($\beta_1 = 0.476$, p-

value = 0.000) at the 5% level of significance. On the other hand, the result of this study implies an increase in the working environment by one unit would increase the service delivery quality by 0.338. The p-value of the working environment is 0.000, which indicates a statistically significant effect. The study reveals consistent performance in implementing the work environment factor with the findings of Theuri, M., Macharia, S. & Kamau, A. (2020).

Getamesay, B. (2016) found that training (Sig. = .041), motivation (Sig. = .039), leadership (Sig. = .007), and organizational Culture (Sig. = .038) have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable while working environment (Sig. = .059) refers statistically less effect to make any significant prediction on job performance.

On the other hand, this study reveals work environment (Sig. =.000), technology (Sig. = .000) and training (Sig.=.000) have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable. From these two findings, they do have similar performances of factors affecting service delivery quality. The results show that training, leadership style, motivation and organizational culture are the most determinant factors in Getamesay, B. (2016) findings. On the other hand work environment, technology and training are the most determinant factors of this study.

Conclusion

The overall practice of quantitative performance describes average level of service delivery quality. The regression analysis shows that the relationships between and among the variables are positive. The effects of the overall bundle of the determinant factors have a positive impact. Though all the independent variables have positive contributions in predicting the

dependent variable, their contributions are different and some are insignificant. Work environment, technology and training are the significant factors identified.

However, the interviews and focused group discussions show some limitations. The interviews and focused group discussions support the result of descriptive statistics basically which reflects the responses of the respondents.

Poor leadership style; inconsistent type of training with discipline (education background); low commitment in feedback provision; limitations in organizational culture; lack of conducive environment in experience sharing; lack of well incentive systems which hinder the motivation of employees; lack of applying modern technology; limit e-system services in the institutions; high level of discrimination in participation and decision-making processes; lack of service provision skill and knowledge of leaders; and low awareness in understanding the vision of the institutions; weak infrastructure and weak office layout which is difficult to the customers as well as the staff themselves are the limitations pinpointed.

Recommendation

The study identified some challenges which tackle achieving high standards of service delivery quality in public institutions. To address these challenges, the following recommendations are offered.

- Provide consistently and practice-based training for both leaders and staff
Training is increasing one's skills and abilities to measurable standards by practice. To provide consistent and practical training for both leaders and staff, the management should identify and provide competency-based or practice-based training that should fill the gap of the employees in service delivery quality.
- Promote organizational culture among

staff

Culture as values and behaviors are believed to lead to success and are thus taught to new members. To promote the organizational culture of the institution management must help generate a culture supportive of creativity with an emphasis on enhanced communication in order to influence attitudes, opinions, and beliefs of employees.

- Motivation

Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. To develop the motivation of employees of the institutions should develop different incentive mechanisms based on competent and merit bases systems.

- Adoption of new technology

The use of IT is perceived to improve operational efficacy, reduce operating costs and provide great opportunities for doing better. To adopt new technology the institutions should develop automation, database systems to store records, manage and retrieve records that will be safe from misplacement.

- Facilitate a conducive work environment
A safe and healthy working environment is key to enhancing efficient service delivery. To facilitate a comfortable work environment the institutions should provide necessary tools and equipment to feel safe and secure in workplace.

References

- Adebabay, A. (2011). Promoting and Strengthening Professionalism in the Civil Service: The Ethiopian case, Ministry of Civil Service, Addis Ababa, Ethiopia.
- Alom, M. M. (2020). Public Sector Organizational Culture: Experience from Frontline Bureaucracies. In *A Closer Look at Organizational Culture in Action*. IntechOpen.
- Ayenew, M. (2017). Assessing the effectiveness of service delivery reform. The quest for customer satisfaction in public institutions of Arba Minch town. GRIN Verlag.
- Balqeyssa, A. (2017). Factors Affecting Maintenance of Quality Services in public institutions: A Case Study of Wajir County Referral Hospital. Master's Thesis, Kenya.
- Bekelcha, K. L. (2019). Challenges and Opportunities of Investment to the People of Sebeta Town, Oromia Regional State. *Journal of Cultural and Social Anthropology*, 1(3), 1-22.
- Benjamin, T. (2017). Effect of Work Environment and Service Delivery in Selected County Referral Hospitals in Kenya. *International Journal of Economics, Commerce and Management. United Kingdom*. 5(9), 451.
- Boamah, R. (2014). *The effect of motivation on employees' performance: empirical evidence from the Brong Ahafo Education Directorate* (Doctoral dissertation).
- Caemmerer, B., & Dewar, A. (2013). A comparison of private and public sector performance. *Journal of Applied Business Research (JABR)*, 29(5), 1451-1458.
- Carneiro, P., & Lee, S. (2011). Trends in quality-adjusted skill premia in the United States, 1960-2000. *American Economic Review*, 101(6), 2309-49.
- Chanyalew, M. (2014). The Significance and Practice of Good Governance in Addis Ababa, Ethiopia.
- Chepchumba, R. (2017). Effect of Work Environment and Service Delivery in Selected County Referral Hospitals in Kenya. *International Journal of*

Economics, Commerce and Management United Kingdom, 5(9), 451.

- Chileshe, N., & Kikwasi, G. (2014). Critical success factors for implementation of risk assessment and management practices within the Tanzanian construction industry. *Engineering, Construction and Architectural Management*.
- Christopher, T. (2012). Assessment of the Impact of Organizational Culture on Employee Creativity; A Case Study of Minkah-Premo & Co (Doctoral dissertation).
- Getamesay, B. (2016). Determinant Factors Affecting Employees' Job Performance: A Master Thesis submitted to Addis Ababa University, Addis Ababa, Ethiopia.
- Gezae, A. (2017). The Role of Civil Service Reform in Improving Public Service Delivery: A Master Thesis Submitted to Addis Ababa University, Ethiopia.
- Kanyua, F. N., & Thiane, K. (2017). Influence Of Leadership Style On Service Delivery In Embu County Government, Kenya. *European Journal of Economic and Financial Research*.
- Kenneth, N. (2012). Factors Affecting Provision of Service Quality in the Public Health Sector: A Case of Kenyatta National Hospital. *International Journal of Humanities and Social Science* 2(13); Nairobi, Kenya.
- Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global journal of management and business research*, 11(7).
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- National Planning Commission (2016). Federal Democratic Republic of Ethiopia Growth and Transformation Plan II (GTP II) (2015/16-2019/20). Volume II: Policy Matrix. Addis Ababa, Ethiopia.
- Nda, M. M., & Fard, R. Y. (2013). The impact of employee training and development on employee

- productivity. *Global journal of commerce and management perspective*, 2(6), 91-93.
- Pallant, J. F., & Bailey, C. M. (2005). Assessment of the structure of the Hospital Anxiety and Depression Scale in musculoskeletal patients. *Health and quality of life outcomes*, 3(1), 1-9.
- Pauline, A. (2018). Delivering public sector customer experience at a time of change, UK.
- Pech, R., & Slade, B. (2006). Employee disengagement: is there evidence of a growing problem?. *Handbook of Business Strategy*.
- Ramafamba, E., & Mears, R. (2012). The role of service delivery in local economic development: A case study of Mamelodi Township. *African Journal of Business Management*, 6(4), 1564-1572.
- Ramya, N., Kowsalya, A., & Dharanipriya, K. (2019). Service quality and its dimensions. *EPRA International Journal of Research & Development*, 4, 38-41.
- Shuck, B., & Rose, K. (2013). Re-framing employee engagement within the context of meaning and purpose: Implications for HRD. *Advances in Developing Human Resources*, 15(4), 341-355.
- Soni, B. S. (2013). Employee engagement-A key to organizational success in 21st Century. *Voice of Research*, 1(4), 51-55.
- Theuri, M. W., Macharia, S., & Kamau, A. (2020). An Assessment of the Influence of Working Environment on Service Delivery in the Public Health Sector in Nyeri County, Kenya. *Manag Econ Res J*, 6(1), 12353.
- Tuwei, R. C., & Tarus, B. (2017). Effect of Work Environment and Service Delivery in Selected County Referral Hospitals in Kenya. *International Journal of Economics, Commerce and Management*, 5(9), 34-49.
- UNDP (2016). Global Centre for Public Service Excellence #08-01, Block A, 29 Heng Mui Keng Terrace, 119620 Singapore UNDP Partne.
- Vigoda-Gadot, E., Eldor, L., & Schohat, L. M. (2013). Engage them to public service: Conceptualization and empirical examination of employee engagement in public administration. *The American Review of Public Administration*, 43(5), 518-538.
- Wanjau, K. N., Muiruri, B. W., & Ayodo, E. (2012). Factors affecting provision of service quality in the public health sector: A case of Kenyatta national hospital.
- Yamane, T. (1967). *Statistics: An introductory analysis* (No. HA29 Y2 1967).
- Yosef, T. (2011). Study of the Civil Service Reform in Adama City Administration: Regional state of Oromia-Ethiopia. *AA: AAU*.