EFFECTS OF ORGANIZATIONAL SYSTEMS ON SERVICE DELIVERY IN CIVIL ORGANIZATIONS IN MARSABIT COUNTY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

SUMMER 2014
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A Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Executive Masters in Organizational Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY

SUMMER 2014
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________  Date: __________________________

Wincate Kathuri (ID 621858)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________  Date: __________________________

Dr. Teresia Linge

Signed: ___________________________  Date: __________________________

Dean, School of Business
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ABSTRACT

The general objective of the study was to investigate the effects of organizational systems on service delivery in civil organizations in Marsabit County. The study was guided by the following objectives: to identify the extent to which governance structure affects service delivery in civil organizations; to establish the extent to which funding mechanisms influence service delivery in civil organizations and to determine the extent to which personnel competencies affect service delivery in civil organizations.

The study used descriptive design. It targeted senior level management staff in these organizations working within Marsabit County. The population comprised of civil organizations that had a project office in Marsabit County. The population was 128 managers where 80 were from local civil organizations while 48 were from International non-governmental organizations, the sample size was 64. The data was collected using questionnaires and a research assistant assisted with distributing and collecting the questionnaires. Data was analysed using SPSS. The collected data was analysed to obtain descriptive statistics through frequencies, percentages, mean and standard deviation and correlation analysis. Results were presented using tables and figures.

Major findings of the study revealed that governance structure has an effect on service delivery. Attributes that were found to complement this were: the organizational structure within the organization where they work. Many respondents stated that functional structure to be most popular. The way work was organised also indicated that there was effective service delivery. Other factors that were cited to affect service delivery were; devotion of the Board of Director’s to funding and fundraising issues among other organizational issues and the approach by managers to problem solving in the organization.

Regarding the extent to which funding mechanisms affected service delivery in civil organizations, all the respondents indicated that the main source of donor funding for their organization was international organizations with at least two or more new donors within two years. Many organizations stated that they had audits done annually. They also confirmed that there were reports of misappropriation of funds. Other factors that were highlighted were the effect of the largest donor withdrawing funding with a majority agreeing that the organization would continue but would either gradually scale down activities or scale down activities immediately.
Regarding the extent to which personnel competencies affected service delivery in civil organizations, focus on capacity-building of the employees in terms of technical skills was rated high. Good interpersonal skills were key ingredients in retaining successful working relationships, ability to work well with people and team building skills were valued in their organizations. On the issue of communication e-mails was rated to be the most frequent channel of communication for work related issues, in addition, communication networks for people to report suspected indecencies was vital for organizations. However majority of the respondents felt that communication from department to department did not flow well.

The study concluded that functional structure with many hierarchical levels, delegation of authority and the Board of Directors devotion to organization issues were factors that would improve service delivery to organizations. The study also concluded that many organizations were over reliance on international donor funding. Organizations should start exploring in-country funding from private companies and also setting project that have financial sustainability, social sustainability and environment sustainability. Focused on capacity-building of the employees in terms of technical skills is key for organizational performance, organizations need to encourage the frequent use of quality circles or groups and planned job rotation as way of organizing their work which still encouraging delegation of responsibility and integration of functions. This will enrich staff job and give them motivation.

Based on the findings and conclusions, the study recommends that more research be done within Marsabit County and establish the effect of members of the community on service delivery. Further studies need also be done on sustainability of projects in all aspects, financial, social and environmental.
ACKNOWLEDGEMENT

First and foremost, I thank the almighty God for the gift of life and good health throughout my entire study period and to-date. Secondly, I wish to thank the entire faculty of United States of International University (USIU) for giving me the opportunity to pursue a Degree of Executive Masters in Organizational Development (EMOD). I would like to extend my gratitude to Dr. Teresia Linge, my Supervisor for her dedication, patience and guidance she accorded me throughout the period of this project.

My special thanks go to my family for their unqualified support and patience, a great source of support and encouragement. Their desired academic excellence for me was a source of my determination and was always in my thoughts as I worked on this project.

I also wish to express my special gratitude to my employer – Concern Worldwide for financial and time support. Through their support I was able to successfully complete my study.

My special thanks go to all classmates for the moral support we gave each other throughout the study period at USIU. Many thanks also go to all persons who contributed directly or indirectly and made the completion of the project study possible.
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CHAPTER 1

1.0 INTRODUCTION

1.1 Background of the study

Today businesses have appreciated the need for quality service delivery globally. Service delivery has several meanings depending on the context in which it is used. According to Zeithaml and Bitner, (2000), services can be defined as deeds, processes, and or performances. But according to Ramaswamy (1996), services are business transactions that take place between a giver of service and the person who receives the service so that an outcome is produced that satisfies the receiver. According to Fox and Meyer (1995), service delivery is the provision of public activities, aids, or fulfilments to citizen. Service delivery can be either tangible which means products or intangible which refers to services. The provision of the services is a mandate of the government, to its citizens and it is provided by Acts of Parliament. According to Flynn (1997) the term service delivery implies that user of the service is an inactive beneficiary who has the services delivered to him. Service delivery is getting services as effectively and quickly as possible to the intended recipient. An organization will be ranked excellent if the service is done fast. It is therefore important to review if policies are in place and if they give the desired impact and how citizens respond to them.

Carroll (1992) points out that one of the visible and most observable roles played by Non-Governmental Organizations (NGO) in development work is service delivery. In this role, the most basic goods and services are provided by NGOs to the neediest communities. Carroll (1992) goes on to reveal that sometimes the NGOs may not directly provide the services at the grassroots level but may engage or provide training services or offer research and conflict resolution services to other organizations or to the government so that they can offer these services to the beneficiaries. According to a report released by the Auditor General of Canada, a research in that country has shown that the public want and care about high-quality service from their government. For any organization to achieve and maintain high-quality service, the report says that it is important for organizations to establish service standards, monitor service performance, and take action to improve service when issues are identified, (Auditor General of Canada, 2010). In Bangladesh and Nepal the NGO capacity to work at a grassroots level has given them a comparative advantage in public service delivery. In Nepal, successful organizations are those that have
a good networking system with NGO community while in Bangladesh, success has come because of efficient use of community workers.

A study done on performance of NGOs and government in maternal and health care in Bangladesh revealed that NGOs supply better services than the government (Huque, Leppard, Mvalankar, Hanun, and Chowdhury (1999). Perry (2000) noted that the role of NGOs in the provision of local health services had increased because of the general perception that they administer relatively high quality care at a reasonable cost, and because they have developed effective partnerships with local communities. The World Bank report (2005) revealed that a survey conducted in 1999 on overall user satisfaction levels in Bangladesh showed that only thirty eight percent of respondents rated services in government facilities as good. Ninety percent of those who used NGO facilities said that they would recommend the facilities to others because they were well treated.

A study by Vathsala (2007) in Sri Lanka highlighted that lack of investment on the competencies of senior managers in organizations affected the performance and hence the service delivery of the organization. The study highlighted that continuous training and development of the personnel improved on the service delivery of the organization. The performance on the job is influenced by knowledge abilities and aptitudes, work styles, personality, interests, principles, values, attitudes, beliefs and leadership/subordinate styles (Vathsala, 2007). Employees learn, develop and refine many of their competencies over the course of their careers (Canadian Public Service Commission, 2011). This highlights that focussing on the personnel competencies both interpersonal and technical skills, improves the organizational performance in relation to service delivery.

In South Africa, most of the times the Government is criticized by the public for being bureaucratic, slow, inefficient and ineffective in responding to service delivery. Zubane (2011) continues to say that this dissatisfaction of service delivery has led to protests by the public that are characterized by violence, destruction and even loss of life. The main reasons that were cited for the protests in South Africa in 2010 include lack of and poor service delivery in water, sanitation, electricity, refuse removal among others (Zubane, 2011). This has made many municipal governments in South Africa to start becoming more involved in customer satisfaction surveys in order to improve their service delivery (Bouckaert, and Walle, (2003). Strengthening service delivery is a key strategy to achieve
the Millennium Development Goals (Tanahashi, 1978). For example, one of the main functions of a health system is availability and access of the services which should have a minimum quality standard. For example access to the service and the elements that are required like drugs, utilization, and coverage of the service and, affordability which refers to the ability of the client to pay for the services is also another standard for a good service delivery (WHO, 2008). These standards differ from one service to another.

In Kenya, Brass (2011) report on ‘Blurring boundaries: the integration of NGOs into governance in Kenya’ indicate that since 2002 the Kenyan government, through different ministries and provincial administrations reached out to NGOs to encourage them to engage in the policy-making process and in service delivery. According to a report by Okello (2010), leaders who joined the government from civil organizations such as the Commissioner of Kenya National Commission for Human Rights, have concluded that changing how government works is a frustratingly slow process. NGOs have constantly been accused of undermining state capability. Others add that NGOs use huge salary packages to bait good staff from the civil service which impacts on full development of the governments’ own bureaucratic capacity (Cannon, 2000, Fritz and Menocal, 2007).

A study by Lockhart and Taitoko (2005) examined causes surrounding the collapse and poor service delivery of some organizations, which they attributed to a failure of proper management and other factors in the organization’s (stakeholders) interests. Management in the civil society organizations involves both the provision of leadership and governance which determines both the efficiency and effectiveness of service delivery. In addition, there is strong influence of the donor funding mechanisms in the civil society organizations. This is because they tend to influence the decision making process in relation to resource allocation and utilization. According to a World Bank report (2011), donor risk management also relies primarily on headquarters controls rather than “best-fit” delivery mechanisms adapted to local conditions. This approach may manage donor risk, but it constrains real progress in institution-building on the ground. A study by Ogutu (2009) on the effects of global economic crisis in civil society organizations which highlighted their over-reliance on donor funding which in most cases is not sustainable hence negatively impacting on a sustainable service delivery system.
In Kenya, a study by the Centre for Organization Systems found out that governance remains the biggest challenge to the success of organization in Kenya (Ochieng and Andrew, 2009), blaming it for the poor service delivery and near collapse of key civil organization. Narrowing down to Marsabit, the county covers a vast area most of which are marginalized areas of pastoral communities. The county has a rural absolute poverty level of 89% (Kenya Integrated Household Budget Survey, 2006) and therefore heavily depends on the civil society organizations for support in provision of the basic utilities to the general population which include food aid, health, water and sanitation, education and many other services. It is estimated that more than 36 civil society organizations, both international and local are functional in Marsabit County (Hunger Safety Net Programme, 2011).

1.2 Statement of the Problem

Poor service delivery by many civil organizations across the world has triggered a global consciousness to clear out the problem. Due to the collapse of many firms and poor service delivery in other civil organizations, there has been increased focus on management of organization systems in organizations whether civil or private and the need for the boards and management to act in the best interests of the stakeholders (Richard, Devinney, Yip, and Johnson, 2009). According to Meadows (2009) organizational system consists of elements that are logically organized in a way that achieves a purpose they serve. All organizational systems have different parts that work together and serve a purpose. Studies have shown that there are several important components of a business system which may affect service delivery. Meadows (2009) state that governance structure as one of organization system elements which affects service delivery. Other elements include, funding mechanisms (Pfeffer and Salancik, 1978) and human competencies (Baron and Armstrong, 2005). To date no single study has been done on service delivery in NGOs in Kenya combining the mentioned factors of governance structure, funding mechanism and human competencies.

Crow and Lockhart (2013) in their study on the impact of governance on the performance of a high growth company showed that that the most important organizational systems with regard to service delivery is governance structure which includes organizational structure, roles and responsibilities of board members and problem solving. The responsibility of the management board is to provide good governance which would result
to effective service delivery (Salas, Eduardo, Gerald, Goodwin and Burke, 2009). Waters (2007) in his study on applying relationship management theory to the fundraising process for individual donors revealed that funding mechanism have influence on the service delivery of an organization either positively or negatively. Pfeffer and Salancik, (1978) in their study highlight the crucial role of financial resources that determines the productivity of organizations, which if scarce, causes the organizations to depend on the funding sources that influence their day to day activities. The personnel within the organization are also influenced since competencies of the employees are crucial in determining the work performance which is hinged on the service delivery, (Baron and Armstrong, 1998, Wynne and Stringer, 1997). Boyatzis (1982) defined competences as the underlying characteristics of an individual which results into effective performance of a job and which influences the service delivery ability of an organization.

A study by the Centre for Organization systems found out that management remains the biggest challenge to the success of organization in Kenya (Ochieng & Andrew, 2009), blaming it for the poor service delivery and near collapse of key civil organization. A lot of work has also been done to determine the organization systems practice and procedures in various organizations such as survey of organization systems practices in civil organizations in Nairobi (Wang’ome, 2009). This has however been mainly in profit making large companies. Narrowing down to Marsabit County majority of the population heavily depends on the civil society organizations for support in provision of the basic utilities to the general population which include food aid, health, water and sanitation, education and many other services as evidenced by a rural absolute poverty level of 89% (Kenya Integrated Household Budget Survey, 2006). In addition, little is known and documented on organization systems practices in civil society organizations in Marsabit, Kenya. This study attempted to close the gap by exploring how governance structure, organizational funding mechanisms and organizational personnel competencies influences service delivery within the civil society organizations in Marsabit Lockhart (2013).

1.3 Objective of the Study
The general objective of the study was to investigate the effects of organizational systems on service delivery in civil organizations in Marsabit County.
1.4 Specific Objectives

1.4.1 To identify the extent to which governance structure affects service delivery in civil organizations.

1.4.2 To establish the extent to which funding mechanisms influence service delivery in civil organizations.

1.4.3 To determine which personnel competencies affect service delivery in civil organizations.

1.5 Significance of the Study

The study has both hypothetical and applied importance which includes:

1.5.1 Management in Civil Organizations

The study will be beneficial to the organizations’ management in Kenya who will understand the underlying causes of ineffective and inefficiency and develop strategies to reduce and eventually eliminate the many cases of poor delivery in these organizations. The study will also make them understand and implement the global initiative to eliminate poor organization management systems in Kenya civil organizations as part of promotion of better management practices and procedures policy.

1.5.2 Donors to Projects in Kenya

The study will be of importance to donor of projects in Kenya. This will make them form opinions whether to fund or not to fund a project. They will also be confident that the funds they give are well utilized and reached the intended beneficiaries.

1.5.3 The Community

Beneficiaries will be assured that the funds that are sourced to improve their livelihood are well managed and that there are people out there who have their interest at heart.

1.5.4 The Government of Kenya

The government will use this study to understand the problems facing Kenyan civil organizations and implement policies that will aim to solve the problems and improve the reduction of inefficiency and effectiveness in these organizations.

1.5.5 Future Scholars and Researchers

This will greatly offer knowledge contribution in this area as reference material for scholars and students carrying out studies in this area or related studies.
1.6 Scope of Study
The study was conducted in Marsabit because that is where majority of donor funds are implemented. International organizations implement through local NGOs as an exit strategy and also because the local NGOs are attached to the community, working relations are easier. These organizations are at different levels of development and also are different is sizes, which is a good variation for the study. The organizations also intervene in different project and have different donors whose requirements are all different. It is therefore a major concern that there is efficiency within these local NGOs. The study was carried out between the April and May 2014. It encountered some limitations which included: lack of access and co-operation of the senior management personnel in the civil society organizations due to their busy schedules and inaccessibility of some civil society organization due to unfavorable climate and vastness of Marsabit County.

1.7 Definition of Terms
Below are some of the terms that were used in the study:

1.7.1 Effectiveness
Effectiveness is defined as meeting the company’s specified requirements and prescribed quality objectives (Ahmed and Trefor, 1998).

1.7.2 Efficiency
Efficiency relates to an organization’s ability to produce goods and services at relatively low total costs to immediate customers, based on the organization’s capabilities to eliminate waste and fully utilize resources (Hofer and Schendel, 1978).

1.7.3 Civil Organizations
Civic organizations are composed of people who come together to provide services to their community, non-profit organizations are classified as civil organizations. They are formed to serve the public and to benefit the majority in the community without pursuing profits for their founders (Hutter and O’Mahony, 2004).

1.7.4 Beneficiaries
This is a person, organization, etc. that is helped by something: someone or something that benefits from something, (Merriam Webster dictionary).
1.7.5 Donors
Donors are defined as the key stakeholders to whom a charity should be accountable to and receive no direct economic benefits from their donations (Connolly, Hyndman, and McMahon (2009).

1.7.6 Partners
These are two or more organizations that have strategically come together in order to achieve the same objective in order to meet the expectations of the stakeholders example to implement a project, (Andre, Theo and Hakan (2008).

1.7.7 Project
A project is an individual or collaborative enterprise that is carefully planned to achieve a particular aim (Oxford dictionaries).

1.7.8 Competencies
Competencies are the underlying characteristics of an individual which results into effective performance of a job and which influence the service delivery ability of an organization, Boyatzis (1982).

1.7.9 Sustainability
This is the ability or capacity of an organization or community to endure both internal and external factors that affect their operations and survival (Geelsa, 2010).

1.8 Chapter Summary
This study was intended to investigate the effects of organizational systems on service delivery in civil organizations in Marsabit County. This chapter gave a background of the research problem and defined the objective of the study. Based on studies reviewed, a gap was identified which this study hopes to close. The next chapter will review in details each of the objective statements highlighted above. Chapter three will outline the methodology used, research design, population sampled and data collection methods used in the study. Chapter four will show show the results and present the findings of the study while chapter five will discuss the results, give conclusions and provide recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter presents the literature review of the study. The literature was reviewed in line with the three objectives of the study. Literature was reviewed on the extent to which governance structure affects service delivery in civil organizations; the extent to which funding mechanisms influence service delivery in civil organizations and the extent to which personnel competencies affect service delivery in civil organizations.

2.2. Governance Structure and Service Delivery
The importance of good governance was reinforced by Picou and Rubach (2006). The power of good governance practice lies with each person, an opinion strengthened by Gillies and Morra (1997) who state that, as many active members of the board have suggested, it is individuals, not businesses who make decisions. Research in a variety of fields is increasingly supporting the notion that good governance practices are important for effective organizational performance (Taylor, 2000; Lewis and Mioch, 2005; Nanda, 2006).

The concept of good governance can be broadly defined as the model of governance that leads to the social and economic results sought by citizens (Graham, Bruce and Plumptre, 2003). Good governance infers a desirable state of affairs usually described in terms of several key elements like accountability, transparency, combating corruption and citizen participation (Agere, 2000). It involves an improved delivery of public services and the efficient management of economic and social resources, among others. More importantly, it pertains to the quality of relationship between the government and the governed to provide oversight and give direction to the managers of an institution. Governance in non-profit organizations is the exercise of power and authority, based on established values of the organization. A research by Mueller, Williams, Higgins and Tou (2004) to determine the areas in which the Not for Profit organizations need support to improve in governance and management functions pointed out areas in organizational structure, roles and responsibilities of the board of director and problem-solving in organizations. This section
reviewed in detail organizational structures, roles and responsibilities of the board of directors and problem solving in organizations.

2.2.1 Organizational Structure

Nahm, Vonderembse and Koufteros, (2003) describe organizational structures as the way organizations distribute responsibility and power and, carry work procedures. They go ahead to say that hierarchy layers, centralization of authority, and horizontal integration are apart of organizational structure. According to Sakalas and Venskus (2007) main feature of new organizational structures is the elasticity and the ability to adapt to the changing environment and to encourage harmony and collaboration (Gold, Malhotra, and Segars, 2001). The match of organizational structure design and environment complexity will be beneficial for performance if information distortion is not to be considered (Carley and Lin, 1997). In a changing situation compared to single division, flat structure is suitable to adapt to a rapidly changing environment (Usher, 1999).

Csaszar, (2008) found out that a wide range of organizations are affected by organizational structure while according to Ciliberto, (2006) changes in organizational form have a direct effect on performance. The level of how the organization is structured whether centralization or flat will influence service delivery (Teixeira, Koufteros, Peng, and Schroeder, 2008). Organizational structure plays an important role in helping management to achieve its objectives and follow the firm’s strategy (Robbin and DeCenzo, 2005). According to (Khandwalla, 1977) in the study on organizational structures, it was highlighted that organizational structures are mainly divided into two categories: mechanistic and organic. Mechanistic structures are highly formalized, non-participative, hierarchical, tightly controlled, and inflexible, whereas organic structures are characterized by their informality, decentralization of authority, open channels of communication, and flexibility. This showed that the organizational structures influence the work performance of the employees which affected the overall service delivery mandate of the organization.

According to Zheng (2003) organizations that have the order-control structure are those that require specialization, hierarchy and require results that are centralized. These kinds of organization are characterized by sharing of knowledge and communication is high. Organizations requiring low specialization are organized according to work team, they share and innovations are high but have low store and memory. Those organisations that
have a ring form of structure share authority and transfer and share of knowledge is normal. Other organizations would prefer a network, flat and flexible structure, these are those that share authority and have high learning and responsibility. A study done by Meijaard, Brand, and Mosselman, (2005) on organizational structure which sampled 1,411 of Dutch small firms found that centralization and specialization of organizational structures have different effects in terms of different outcome or results, the study concluded that organizational structure plays important roles on organizational performance.

2.2.2 Roles and Responsibilities of Board of Directors

An effective board's policy framework should be comprehensive with written expectations for each member where all board members are expected to act in the best interest of the organization rather than their own or third party interests (Maryland Association of Nonprofit Organizations, 1999). Lack of a clear definition of the board’s role in strategy has been a major obstacle in exploring its effectiveness (Letendre, 2004; Sonnenfeld, 2002, 2004). Dulewicz, Gay and Taylor (2007) identified key areas of the non-executive board director role as determining the company’s strategic objectives and policies; monitoring progress towards achieving these objectives and policies; appointing senior management and lastly accounting for the company’s activities to relevant Parties. Different researchers have looked at board performance in different ways. The most commonly used is considering a series of activities, roles, and functions that the board must do.

Miller-Millesen (2003) classified the typical functions of non-profit boards into three theories; the agency theory which suggests that the duty of the board is to resolve any conflict relationship between the board and the top management and align to the interest of the stakeholders and, ensure that their (stakeholders) interest are protected. The second is the resource dependency theory. In non-profit organizations the board functions as a resource, therefore this theory is more applicable to non-profit organization’s governance (Pfeffer and Salancik, 1978). The board provides the link between the organization donors and also the different kinds of expertise that are required by the organization Through their social networks, the board members are able to secure relational capital and the board capital which combines both the human capital and the relational capital (Hilman and Dalziel 2003). Another function is classified as the institutional theory which aims to describe how and why these activities take place in non-profit boards.
A survey by McKinsey (2002) on global investor opinion showed that investors would pay an extra 20% to 40% for new market companies with powerful boards of directors. Another study on Asian Development Bank Institute by Nam and Lum (2006) found that companies in South Korean and Indonesian whose board-effectiveness ranking rose from the median to the top level saw the market value of their share increase by 13% to 15%. According to Mervyn King (2009), the judge who headed the drafting of the country’s corporate governance code, in South Africa noticed that foreign capital flows to places that display a perception of good governance. Hendry (2005) remarked that the role of board of directors is not just about ensuring accountability for performance, even though this is important, it their primarily duty to ensure good performance.

### 2.2.3 Problem-Solving in the Organization

Problem-solving skills are higher-order cognitive skills that are complex, requiring “judgment, analysis, and synthesis; and are not applied in a rote or mechanical manner” (Halpern, 1998). Problem solving is a competency closely related to intelligence or general mental ability; Scherbaum, Goldstein, Yusko, Ryan, and Hanges (2012) which is the best predictor of job performance across a variety of occupations (Schmidt and Hunter, 1998). This is because there are always new and emerging problems in the ever dynamic work environment faced by organizations and hence the managerial level should be well equipped with the problem solving skills in order to ensure the effectiveness in leadership and governance. Problem solving incorporates a range of competencies including critical thinking skills (Reid and Anderson, 2012; Halpern, 1998), creativity (Kilgour and Koslow, 2009; Halpern, 1998), leadership skills (Conrad and Newberry, 2012), and adaptability (Jabr, 2011). The ability to identify, analyse and solve organizational problems as they arise represents a core management skill that enables organizational managers to operate their businesses by effectively directing resources towards the accomplishment of organizational goals (Koontz Traverso, 2001; Hisrich, 2004; Cohen, 2006). The efficient problem solving ensures that the organization is running efficiently and the employee work performance is optimized by preventing conflicts within the work environment and hence ensuring good service delivery in the organization.

Isabelle Giroux (2009) in her study in Canadian organizations showed that problem-solving skills by the managerial personnel was very crucial and determined the performance of the organization which was mainly anchored on service delivery. She
highlighted that most organizations had failed due to lack of the managerial capacity to problem solving skills to the ever dynamic problems that the organizations faced. From her study, it was found out that managers tended to use their intuition to solve critical problems as they occurred while critical problems represented powerful learning events for many participants. The ability to learn is critical to the survival and potential growth of organizations as owner-managers improve their ability to solve organizational problems through learning. This shows that the problem solving skills of the managerial personnel in an organization directly influence the work performance and the service delivery ability of an organization.

2.3 Funding Mechanisms and Service Delivery

The uncertainty of the external environment will impact the ability to acquire and maintain resources, with organizations having to adapt to the requirements of important resource providers (Hillman, Withers, Collins, 2009; Oliver, 1997; Pf effer and Saltz, 1978). Non-profit organizations in particular rely heavily on external partnerships for resources, as they often do not have the ability and means to provide everything they need themselves (Selsky and Parker, 2005). Resource acquisition is a prime reason that non-profits form partnerships with corporates rather than partnering with other non-profits or government agencies (Sua´rez and Hwang, 2008).

A research undertaken by (Mueller, Higgins, Williams, Tau, 2004) to determine how relationship of Not for Profits organizational and donors’ relationship can be improved showed, that donor’s relationship and funding influence service delivery ability of an organization. Okorley and Nkrumah, (2012) in their study on ‘Organizational factors influencing sustainability of local on-governmental organizations’ showed that funding is one factor that affects organization performance. Richard (2008) in his study which aimed to understand the impact of relationship of different types of donors to organization elucidated donor funding and donor relationship as factors that affect service delivery. Donor dependency by the civil society organizations was highlighted by Kathryn and Yelena (2012) in their study on donor dependency by not for profit organizations and financial accountability of the organization as one of the factors that influence the service delivery of the civil society organizations. Precisely, from the foregoing discussion, the factors which influence funding mechanism can be summarized as donor relationship, donor dependency and financial accountability.
2.3.1 Donor Funding and Relationship

In the last decade, the competition for donor funding had grown speedily in the United States with the increase in number of not-for-profit (Salamon, 2002). The reliance on external donors is predicted by Froelich, 1999; Hudock, 1995 and Lister, 2000) where through experience non-profit organizations experience constraints especially in accessing resources. Sources of funding for Civil Organizations are no longer reliable and are dependent on the socio-political-economic environment. These sources could be a combination of either governments’ grants, legacy funds, individual donations or gifts from small and large contributors, and fees and payments for goods and services (Gronbjerg, 2001). Between the 1960s and 1980s a study by Gronbjerg (2001) showed that government funding was a key promoter to the expansion of services provided by humanitarian organizations in the USA. The experience with scarce donors, organizations are now realising the need to cultivate donor relationships with more efforts and resources also being used in cultivating existing donors and finding new entrants as donors (Rosso, 1993). Wagner, (2002) documented the decreasing numbers of weighty donors and ponders if non-profit organizations should use a lot of resources to cultivate new donors or work with the ones they have. But Nudd (1993) was of the view that for non-profit organizations to survive for long, they should be ready to do both.

Richard (2008) in his study aimed to understand the impact of relationship on different types of donors, the study concluded that it is important to cultivate the relationship with donors for a long survival and to continue to delivery services to communities. A study by Sargeant, West and Jay, (2007) showed that relationship marketing is one of the most important perspectives for assessing the relationship with key stakeholders in the context of successful fundraising. This shows that good working relationship with the donors affects the continuity of funding of the organizations which in essence improves the performance of these organizations in the aspect of service delivery. From the above case studies, it can be concluded that donor relations determines funding which is a major contributor to the organization’s performance since it determines the financial resources available for the efficient functioning and the service delivery of the organization hence the need for further research on how and to what extent donor relationships influence upon the service delivery of an organization.
2.3.2 Donor Dependency and Service Delivery
Froelich, 1999, Hillman, Withers, Collins, (2009) defines dependency in relation to not for profit as the extent to which organizations depend on the corporate partner to fulfil their organisational or social objectives. Pfeffer and Salancik,(1978) observed that the scarcity of resource leads to dependence which in turn determines the outcomes of the partners, whether positive or negative (Parkhe, 1993). Though proven studies, research has shown that this dependence can impend on organisational sovereignty and service delivery (Hudock, 1995; Pfeffer and Salancik, 1978, Selsky and Parker, 2005). Most of those organizations that are dependent of others have been made to alter their organizational goals to suit the desires of their partner (Froelich, 1999, Hudock, 1995, and Milne, 1996). This statement was also echoed by Kelly (1998). On the hand, positive collaborations are shaped through dependence that gives the non-profit organization a mileage for achieving positive outcomes (Molm, 1991; Pfeffer and Salancik, 1978). According to Parkhe, (1993), dependence can encourage partners, increase their capacity and readiness to pursue objectives achievement.

Kathryn and Yelena (2012) in their study on dependency by not for profit organizations and corporate partners the findings showed that having cash plays a more significant role in achieving organisational objectives than it does for social objectives. The go ahead to say that this cash goes a long way to help non-profit address basic organisational needs such as paying wages and paying for routine daily services (Lister, 2000; Selsky and Parker, 2005; Wymer and Samu, 2003). However, over dependency of these organizations on the donor for funding affects the organizational performance of the organization as shown by Parkhe, (1993) that showed more than 70% of non-profit organizations had confirmed that financial crisis in the donor sector had an impact on the organizational performance which was pegged on service delivery, whereby 33% of them lost their existing donors and other funding. This highlight the crucial role that donors play due to the influence they exert on the organizational performance by determining their funding.

2.3.3 Financial Accountability and Service Delivery
Accountability has been variously defined as holding one (an organization or individual) to account for their actions (Stewart, 1984); giving (voluntarily) an account of one’s actions (Lawry, 1995); and taking responsibility for one’s actions (Fry, 1995). Financial accountability is concerned with an organization’s financial outlook and the main trends
and factors underlying its financial development. An organization’s management need to account for their financial position to convey the operational continuity, stability and viability of the organization and also the efficiency with which they operate (Tuckman and Chang, 1991; Global Reporting Initiative (GRI), 2010). Financial accountability is a crucial component for an effective service delivery platform especially for the civil society organizations and the not-for-profit organizations which are mainly funded from external sources example donors. While there has been marked research interest on the nature of systems of accountability for organizations involved in development (Coy and Dixon, 2004), these effort have been largely confined to accountability in the context of non-governmental organization (NGOs) to funders.

According to a study done in the United Kingdom by Dhanani and Connolly (2012), on large UK- based charities to assess financial accountability practices through a public discourse revealed that most of the charitable organizations were not open about the accountability for their financial records to the public which in turn was causing a public distrust and hence affecting their service delivery. A similar research study done in New Zealand by Hooper, Rowena, Doris and Kelvin (2008) on the financial reporting by New Zealand charities revealed that financial accountability of the funds utilized to enhance transparency affected the service delivery of the organization due to lack of clear systems of accountability within the charities. This shows clearly that financial accountability both to the donors (external sources) and the beneficiaries is an integral component for a well-functioning and efficient service delivery platform.

Ochoki (2008) in his study of the financial accountability of the Kenyan constituency development funds (CDF) observes that the problem with the prevailing system of financial accountability is indicated in its passive nature and upward orientation, which perpetuates extant power relations. He observes that there is therefore need for downward financial accountability to the citizen not through a passive process of producing reports, but a more active engagement with constituents so that their needs and worries can be considered in the decisions that are made. Ochoki (2008) envisages that such accountability would not be limited to formal procedures of accounting, but could include narratives or explanations of how funds have been allocated and how they are being used. With such a financial accountability system, the service delivery would be enhanced. This shows how financial accountability within the organization which is
delivering services to both the funding agencies and the beneficiaries, whether public or private is essential to the overall performance of the organization during service delivery.

2.4. Personnel Competencies and Service Delivery

Competencies are the underlying characteristics of an individual which results into effective performance of a job and which influence the service delivery ability of an organization, (Boyatzis, 1982). The performance on the job is influenced by knowledge abilities and aptitudes, work styles, personality, interests, principles, values, attitudes, beliefs and leadership/subordinate styles. Employees learn, develop and refine many of their competencies over the course of their careers. Personnel competencies play a key role in many multi-faceted dimensions in an organization which includes staffing, career counselling, succession planning, training and development and team building. All these aforementioned areas that are influenced by personnel competencies also impact the performance of the organization which eventually affects service delivery (Canadian Public Service commission, 2011).

Three critical personnel competencies that were explored in this section include: technical competencies as explored in detail by Kinyua and Alfred (2009) in their study on the not-for-profit general management responsive technical competencies; interpersonal competencies as highlighted by a research study on interpersonal skills in Iran by Rasool, Mohammad, Faredeh and Hamid (2011) that showed that there is a significant relationship between communication skills and interpersonal communication and organizational communication competencies as shown by a study done in Ghana by Abugre (2012) in a media firm to assess the effectiveness of communication used between managers and employees. Communication between managers and employees may be referred to as organizational communication (Fielding, 2006). The three important competency personnel aspects for effective service delivery are therefore technical competencies, interpersonal competencies and organizational communication.

2.4.1 Technical Competencies

Technical competencies are defined as the ability to use methods, technique and equipment (Kamble, 2011). Katz (1974) identified technical skills as one of the three basic types of managerial skills and defined it as those skills that are necessary to execute or understand tasks linked with an organization; the ability to use tools, approaches and technology in a particular field. The skills and competencies of an individual within an organization
determines the role and responsibility of the individual and even their overall work performance. One reason why managers must have technical skills is because these skills allow them to train, direct, and evaluate subordinates performance of specialized tasks (Robinson, 2006). Majority of the managers are promoted mainly because of their technical skills, and so they may not necessarily have the managerial skills to perform their tasks effectually. According to Katz (1974) people will not attempt tasks if they know that they don’t have the abilities and skills crucial to perform them efficiently.

An analytical study by Kamble (2011) on managerial skills for organizational performance highlights that managers should focus to develop technical skills which make them effective and which in effect influences the organizational performance. Another study by Isabelle (2009) in Canada on problem solving process in small firms in the wider context of managerial capability and competencies revealed that the technically skilled and competent managers were able to handle complex situations within the organization and were able to focus on the service delivery of these firms which enabled the organizations to run more efficiently and improve their performance. Another comparative analysis study by Vathsala (2007) in Sri Lanka highlighted that technical competency based on prior work experience and expertise affected the effective performance of the organization which would directly influence the service delivery mechanisms of the organization. A study by Okorley and Nkrumah, (2012) on ‘Organizational factors influencing sustainability of local on-governemental organizations’ that focused on NGOs that were in operation for five or more years, and with majority of the staff and in particular senior staff shared their experiences, and having good archival records. Based on these criteria, a total of 32 beneficiary informants, at least two from each selected NGOs participated in the study. The result of the study showed that technical competence is among the three most critical factors that can influence the performance of local NGOs. The study suggests that technical competency can be achieved through advertisement, peer recruitment and regular on-the-job training.

Kinyua and Alfred (2009) in their study on the not-for-profit general management responsive capability competencies argued that one of the main challenges in the not-for-profit organizations is the ability to attract and retain professional knowledge-based expertise which affects the organizational performance and service delivery. This is also echoed by Geurts (1998) who observed that retention of professional knowledge-based
expertise in the not for profit human service sector as a legitimate concern. Nansubuga and Munene (2012) in their study in Uganda on focusing on technical skill to increase role clarity during service delivery reveal that the technical skill of managerial employees’ was directly related to their overall performance in the organization which would eventually influence organisational performance either positively or negatively. This shows that technical skills of the human resource in an organization directly influence the work performance and the service delivery ability of an organization.

2.4.2 Interpersonal Competencies

Interpersonal skills can be defined broadly as “those skills which one needs in order to communicate effectively with another person or a group of people” (Rungapadiachy, 1999). Smith, (2009) has defined interpersonal communication skills as ability to work well with people, and involve acceptance of others without partiality, this does not mean that to like the person, but being able to overcome dislike so as to achieve responsibilities assigned. According to Robinson, (2006) interpersonal competence in communication comprise of a number of skills, information on communication, and self-assessment.

A recent study by (Appleby, 2000) concluded that the most important occupation skill a new employee is required to have is good interpersonal talents. Today's employees are expected to have the personality traits and soft skills that will qualify them to work well in groups and teams (McIntyre and Salas, 1995), engage in organizational citizenship behaviours that help co-workers accomplish organizational goals and develop a customer service orientation (Schneider and Bowen, 1995). These factors, (team-building and people skills) are related to interpersonal competencies which directly influence the efficiency of the service delivery within an organization. This is especially for the service-oriented organizations which revolve around customer satisfaction. A research study on interpersonal skills in Iran by Rasool, Mohammad, Faredeh and Hamid (2011) showed that there are significant relationship between communication skills, interpersonal communication with subordinates and upper management and organizational effectiveness. For managers, interpersonal communication skills are ability to respond to staff's needs positively, fostering a non-discriminatory work environment where staff can develop to their full personal potentials, and delegating authority (Appleby, 2000).
Interpersonal competencies are anchored on effective communication to enhance work performance which ultimately influences the service delivery of the organization. These interpersonal skills and competencies play a very crucial role in the empathy, consensus building, networking, persuasiveness, negotiating, diplomacy, conflict management (resolving conflict), respecting others and being a team player within an organization (Public Service Commission of Canada, 2011). This shows that the interpersonal competencies of the personnel in an organization directly influence the work performance and the service delivery ability of an organization.

2.4.3 Organizational Communication Competencies

Communication competency is defined as the process by which people are able to interactively create, sustain, and manage meaning which goes beyond the view that communication as another managerial activity to explaining the how of activities (Dainton and Zelly, 2005). It’s the ability to listen to others and communicate in an effective manner. Communication is critical for every organization. A repeated interaction between managers and subordinates builds trust and creates positive relationships. According to Flache, (1996), this fosters team cooperation and creates the conditions for commitment (Ng, Batts, Vandenberg, Dejoy, and Wilson (2006). If a free flow of communication lacks in organizations, there would be a social vacuums which can affect working atmosphere (Ng, et al, 2006). Communications can be formal or informal and the extent to which they are formal or informal in organizations can affect the quality of communication between subordinates and their managers. Formal communication channels mainly include vertical, horizontal and diagonal channels of communication. According to Clutterbuck (2001), the extent to which communication is formalised in the organization will affect the quality of vertical and horizontal interactions between managers and employees at different functional levels, including the extent of how the interactions facilitate organizational problem-solving and team work.

Horizontal communication can be referred to as the quality of communication processes amongst co-workers and the effectiveness of this flow of communication includes the accuracy of the information and the depth and breadth of the organizational “grapevine” (Federico, 1996). The quality of horizontal communication can affect the ability of employees to undertake a work task and second affects employees’ level of satisfaction in the workplace. As a result, employees who experience a lack of information about how to
perform a task are likely to suffer higher levels of frustration than those equipped with the necessary information to easily negotiate a work task (Federico, 1996). Effective organizational communication processes affect employee motivation, provide good role modelling for subordinates to follow and affirm employees’ self-development in as much as appropriate feedback processes are in place (Mayfield, Mayfield and Kopf, 1995).

A study done in Ghana by Abugre (2012) in a media firm to assess the effectiveness of communication used between managers and employees revealed that 90.8 percent of the respondents were face-to-face conversations between an employee and his immediate boss. Over eighty percent accepted that telephone calls were second mode of interaction in the place work and very effective. Other medium that were interviewed included general meetings, memos, report and conferences which were all rated differently based on the context in which they were used Abugre (2012). The overall findings from Abugre (2012) study showed that 94 percent were of the opinion that lack of regular interactions between managers and their subordinates poorly affect work behaviours of employees.

2.5 Chapter Summary
This chapter explored the extent to which governance structure affects service delivery by reviewing literature on organizational structure, roles and responsibilities of board members, and problem solving in the organization. Further, the chapter reviewed how funding mechanisms affect service delivery by reviewing in details donor relationship, donor dependency and funds accountability and lastly, how personnel competencies affect service delivery by reviewing literature on technical competences, interpersonal competency and organizational communication competency. All these factors were seen to influence in one way or another service delivery in the non-governmental organizations. The next chapter will describe the methodology of the study, chapter four will show the results and present the findings of the study while chapter five will discuss the results, give conclusions and provide recommendations.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The chapter describes the research design that was used, the population and sampling design which include, sampling frame, sampling technique and sample size. The chapter also describes the data collection methods, instruments and the research procedures used and also provide an explanation of the statistical procedures used to analyze the data. The chapter concludes with a summary of methodology.

3.2 Research Design
A descriptive research design was used to investigate how organizational systems affect service delivery in Civil Organizations in Marsabit County. A descriptive study is one in which information is collected without changing the environment, that is without manipulating any information (Teddlie and Yu, 2007; Saunders, Lewis and Thornhill, 2009). It helps provide answers to the questions of who, what, when, where, and how associated with a particular research problem. They try to measure the types of activities, how often, when, where and by whom. This kind of study detects and defines the presence, occurrence or absenteeism of characteristics of a phenomenon as it naturally occurs, in order to gain additional information.

The prime purpose of a descriptive study is to define the condition, choices, practices, views and interests of the phenomenon of interest (Burns and Grove 2001, Polit and Beck 2006). Descriptive research can help researchers who create data that can explain what relevant groups are composed of and their character can use the descriptive study. These groups could be customers, employees, organizations, or other service providers, (Neenlankavil, 2007). According to (Leon, Brown, Ruch and Johnson, 2003) it is suitable for this study because a survey research of its ability to systematically ask question from a population and its systematic way of recording such answers for further analysis. In this research, the dependent variable was service delivery while independent variables were governance structure, funding mechanism and personnel competency.
3.3 Population and Sampling Design

3.3.1 Population

According to Polit and Beck (2006), a population is a set of elements that fit the specific set of conditions of the study also known as the target population. In this study, the target population was staff working with civil organizations in Marsabit County. Burns and Grove (2001) describe inclusion criteria as the characteristics that the respondents must meet to be included in the study. The willing respondents included in the study were staff at managerial level working for civil organizations in this County. Respondents excluded are those who were not willing to participate in the study and those who were not in class of management. The population comprised of local civil organizations and international non-governmental organizations that had a project offices in Marsabit County. The population was 128 managers. Table 3.1 shows the population distribution.

Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>No of organizations</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Civil Organizations</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>International Non-Governmental Organizations</td>
<td>16</td>
<td>48</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>128</td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sampling frame for any probability sample is a complete list of all the cases in the population from which the researcher will draw the sample (Saunders, Lewis and Thornhill, 2009). In this study, the sample frame was the managers in Marsabit County who are tasked with the responsibility to deliver services to beneficiaries in the area. It was divided further into managers in local organizations and international organizations. The list of managers was obtained from the working group distribution list which had all organizations and their representatives.

3.3.2.2 Sampling Technique

Sampling techniques are methods used in drawing samples from a population usually in such a manner that the sample will facilitate determination of some hypothesis concerning the population (McGraw-Hill, 2003). According to Saunders et al (2009), the choice of
probability sampling depends on the researcher’s questions and the objectives, and whether the researcher will need to make statistical interferences from the sample. The population spread of the target respondents and the nature of the sampling frame constructed, the number of respondents required, if there is assistance required are also other issues considered when choosing the technique.

Stratified Sampling is the method that was used in this study. It is the method used to divide a population into homogeneous subgroups (strata) (McGraw-Hill, 2003). This method of sampling involves the division of a population into smaller groups, called strata (Saunders, Lewis and Thornhill, 2003). The strata were formed based on the type of organization, local organization or international organization. These strata were not of equal size because there are more managers in local organizations than in the international organization. Furthermore the international organizations had only sub offices while the local organizations had their base offices there. A proportional from each subgroup was selected through a systematic sampling technique to ensure a balance representation was obtained.

### 3.3.2.3 Sample Size

Sample size is the number of objects in the sample used for calculating estimates of a given population (McGraw-Hill, 2003). Research scholars argue that a good representative of the population must be chosen. A good sample is one that is representative of the population with no bias in selection from the population. Burns and Grove (2001) state that there are no static rules about the sample size, but a sample should at least have 30 respondents or should represent at least 10% of the population if the study is a small scale research (Mugenda, 2003). According to Polit and Beck (2006), in order to reduce sampling errors and increase representation, quantitative research designs require large samples. A sample of 64 respondents was used due to the limited scope of this study.

#### Table 3.1: Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample selected</th>
<th>Percentage out target population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local civil organization managers</td>
<td>80</td>
<td>40</td>
<td>50%</td>
</tr>
<tr>
<td>International civil organization managers</td>
<td>48</td>
<td>24</td>
<td>50%</td>
</tr>
<tr>
<td>Total</td>
<td>128</td>
<td>64</td>
<td>100%</td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

Data collection is a logical process in which the student collects relevant information to achieve the purpose and objectives of the study. The research design will dictate the mechanism to be used to collect the data (Burns and Grove 2001). The instrument used to obtain primary data in this research was questionnaires. According to (Saunders et al, 2009), a questionnaire is a general term which includes all data collection mechanisms in which respondent is asked to answer the same set of questions in an order already set. Questionnaires are preferred because they are least expensive, facilitate data collection within a short time frame and also avoid potential interview bias. According to Monette, Sullivan and DeJong (2005), due to the way the questionnaires are designed, they can be answered without assistance which makes them unique from other data collection methods.

The questionnaire had two sections; section A which sought the background information of the respondent. These included questions like gender, age bracket, level of education and number years working in the organization. Section B sought information on how organizational systems affect service delivery in Civil Organizations in Marsabit County. It sought to establish the extent to which governance structure affects service delivery and in particular the organizational structure, roles and responsibilities of the Board of Directors and problem solving in the organization. The section also sought to establish the extent to which funding mechanism affect service delivery and in particular, donor funding and relationship, donor dependency and financial accountability. The last part of this section sought to find out which personnel competencies affect service delivery in civil organization and in particular examined technical competency, interpersonal competency and organizational communication competency. The questionnaire was designed to ensure that all salient issues were captured appropriately.

The tool was designed using variables like nominal, ordinal, interval and ratio scales which Kothari (2003) say are the most widely used. Nominal data is that data that is analysed using numbers but the numbers do not mean the first is greater than the other example male or female. Ordinal data shows ranking or comparison of two or more variables. Interval data has a distance between two variables but the relative distance cannot be stated unlike the ratio data which the relative difference can be calculated. A consideration to be made when designing questions is whether to include open-ended, closed-ended, partially open-
ended, or rating-scale questions (Jackson, 2009). With reference to the questionnaires, Collis and Hussey (2003) state that when using quantitative method both closed-ended and open-ended questions have to be used.

The questionnaires was designed to include the questions where respondents were offered a set of answers they choose from, these choices were limited to avoid ambiguity, questions which had two options to the respondent with a choice of yes or no. There were also ranking questions which required the respondent to give preferences of the available answers to the questions on the scale of given range of values (for example from 1 to 5). There were no open questions asked to the respondents because it is difficult to analyse the results of the findings of such questions.

3.5 Research Procedures
The research had a series of procedures to follow so that it could be successful. Buchanan and Bryman (2007) observed that researchers cannot just approach respondents directly asking them to respond to their questionnaire for their studies. Prior permission was sought from the senior management. Buchanan and Bryman (2007) go further to argue that individual respondents can refuse or delay to complete the questionnaire which can also contribute to delay and or compromise the researcher’s objective of the study. Permission can be reserved based on the topics being investigated. In order to eliminate and or minimize delays, the researcher first did a pilot test on the questionnaire to ascertain its suitability and to ensure that the tool is clearly stated and have the same meaning to all respondents (Mugenda and Mugenda, 2003). Secondly, the researcher made an introductory call to the Human Resource Management of the organizations and sought permission and, also requested for email addresses of the desired respondents. A cover letter in both soft and hard copy regarding the intention to request them to facilitate the researcher with response was sent together with the copy of the questionnaire.

Respondents had an alternative to print and complete the question and send in a hard copy or complete the questionnaire and email it back to researcher. Computer questionnaires have the advantages which include their low costs, time saving and less pressure on the respondents therefore they can answer at their own will and give more accurate answers. However, the main disadvantage of these questionnaires is that sometimes respondents may not honour their promise and they can just ignore them.
3.6 Data Analysis Methods
Data analysis is the process of analysing all the information and evaluating the relevant information that can be helpful in better decision making (Sivia and Skilling, 2006). Raw data was first coded and entered into a software computer program called Statistical Package for the Social Sciences (SPSS). Coding as defined by Denscombe (2003) is process of giving number to a piece of data or a group of data so that it can allow that data to be analysed in quantitative terms. Quantitative data was analysed using methods such as graphs, charts and statistics. This help to explore, present, describe and examine relationships and trends within the data. Simple tables or diagrams that show the frequency of occurrence and, statistics that enable comparisons and show statistical relationships between variables used (Saunders et al, 2009).

3.7 Chapter Summary
This chapter discussed the research design and methodology used in the study. It detailed the population and sampling design which include, sampling frame, sampling technique and sample size and also the methods of collecting data used and how data was analysed. The next chapter will present the findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter provides the results and findings of the study. The section made use of descriptive statistics to present the results. Results were presented using frequency tables, bar charts as well as pie-charts. Descriptive statistics are used to present the results and the findings. The response rate was 35 respondents out of the sampled 64, which is slightly above fifty percent.

4.2 General Information
4.2.1 Sex of the Respondents
Results of the respondents who participated in the study showed that majority were males (68.6%) as compared to the females who constituted 31.4%. This is shown in Figure 4.1

![Pie Chart: Sex of the Respondents](image)

**Figure 4.1: Sex of the Respondents**

4.2.2 Level of Education of Respondents
Results of the respondents who participated in the study showed that majority of the respondents (60.0%) had attained university level with first degree. Those who attained university level with more than one degree were 31.4% while 8.6% had attained the diploma level. The results are shown in the Figure 4.2.
4.2.3 Length of Time Worked in the Organization

The respondents were asked to the length of time worked in the organization. The analysis showed that 40.0% had worked between 1-3 years, 37.1% had worked between 3-5 years, 17.1% had worked for more than 5 years while 5.7% had worked for less than 1 year. The results are presented in Figure 4.3.

4.2.4 Category of the Organization

From the respondents who participated in the study, the category of the non-governmental organization in which they worked was also sought. The majority of respondents worked with International NGO (71.4%) while 28.6% worked with local organizations. Results are displayed in Figure 4.4.
4.2.5 Effectiveness of Service Delivery in the Organization

Opinion of respondents was sought about service delivery in the organization they worked. Results as displayed in Figure 4.5 showed that total of 45.7% of respondents rated the service delivery in the organization to be excellent, 45.7% reported to be very good while only 8.6% rated the service delivery in the organization as good. None of the respondents reported that effectiveness of the service delivered was poor.

4.2.6 Measurement of Service Delivery in the Organization

From the respondents who participated in the study, respondents were asked how they measure service delivery in their organization. A total of 34.3% of the respondents reported through change in the quality of the beneficiaries, 34.3% reported that it was the number of beneficiaries reached, 28.6% reported that it was the quality of the service
provided while only 2.9% reported that it was timely completion of the projects that determined how service delivery was measured in the organization. Results are displayed in Figure 4.6

![Figure 4.6: Measuring Efficiency of Service Delivery in the organization](image)

4.3 Governance Structure and Service Delivery in Civil Organizations

This section sought to address the first objective of the study which was the effect of governance structure and service delivery in civil organization. The section had six questions. The respondents were required to select the choice which reflected their view from a range of choices for the different questions.

4.3.1 Organizational Structure in the Organization

The respondents were asked to describe the organizational structure in their place of work. A majority of the respondents (65.7%) said that the organizational structure in their organization was functional; 17.1% of the respondents said that the organizational structure in their organization was matrix while 11.4% of the respondents said that the organizational structure in their organization was divisional. The results are shown in Table 4.1
### Table 4.1: Organizational Structure in the Organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional</td>
<td>23</td>
<td>65.7</td>
</tr>
<tr>
<td>Divisional</td>
<td>4</td>
<td>11.4</td>
</tr>
<tr>
<td>Matrix</td>
<td>6</td>
<td>17.1</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>5.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35</td>
<td>100</td>
</tr>
</tbody>
</table>

#### 4.3.2 Levels of Hierarchy in the Organization

The results obtained when the respondents were asked how many hierarchy levels there were in the organization, a majority of the respondents (74.3%) showed that their organizations have hierarchical (many levels) while 25.7% of the respondents said that the hierarchy levels in their organization was flat (few). The results are shown in Table 4.2

### Table 4.2: Levels of Hierarchy in the Organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchical (many)</td>
<td>26</td>
<td>74.3</td>
</tr>
<tr>
<td>Flat (Few)</td>
<td>9</td>
<td>25.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35</td>
<td>100</td>
</tr>
</tbody>
</table>

#### 4.3.3 Ways of Organizing Work in the Organization

Table 4.3 shows the responses obtained when the respondents were asked the frequency at which their organization uses quality circles to organize their work, a mean of 2.03 and a standard deviation of 0.923 was obtained. From the result, the majority (37.1%) indicated that their rate of using quality circles was least frequent. 34.3% indicated that their rate was frequent while 25.7% indicated that the frequency is not very frequent,. Those that indicated their rate as most frequent were only 2.9%. A mean of 2.66 and a standard deviation of 0.802 were obtained when the respondents were asked the frequency at which their organization integrated functions to organize their work. The majority (51.4%) indicated that their rate was frequent. Those that indicated their rate as not very frequent were 28.6% while only 8.6% indicated that use of integration of functions was least frequent in their organization. 11.4% indicated that the frequency is most frequent.
Respondents were asked the frequency at which their organization used delegation of responsibility to organize their work. A mean of 3.29 and a standard deviation of 0.71 were obtained. A total of 42.9% indicated that the frequency is most frequent, 42.9% indicated that their rate was frequent. Those that indicated their rate as not very frequent were 25.7% while none 0.0% indicated that their rate was least frequent. When asked the frequency at which their organization used planned rotations to organize their work, the mean was 2.09 and a standard deviation of 1.011. The majority, (37.1%) indicated that their rate was least frequent, 28.6% indicated that their rate was frequent while 8.6% indicated that the frequency is most frequent. Those that indicated their rate as not very frequent were 25.7% while. This is shown in the Table 4.3.

Table 4.3: Ways of Organizing Work in the Organization

<table>
<thead>
<tr>
<th>Issue</th>
<th>Most frequent (%)</th>
<th>Frequent (%)</th>
<th>Not frequent (%)</th>
<th>Least frequent (%)</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality circles or groups</td>
<td>2.9</td>
<td>34.3</td>
<td>25.7</td>
<td>37.1</td>
<td>2.03</td>
<td>0.923</td>
</tr>
<tr>
<td>Integration of functions</td>
<td>11.4</td>
<td>51.4</td>
<td>28.6</td>
<td>8.6</td>
<td>2.66</td>
<td>0.802</td>
</tr>
<tr>
<td>Delegation of responsibility</td>
<td>42.9</td>
<td>42.9</td>
<td>14.3</td>
<td>0</td>
<td>3.29</td>
<td>0.71</td>
</tr>
<tr>
<td>Planned job rotation</td>
<td>8.6</td>
<td>28.6</td>
<td>25.7</td>
<td>37.1</td>
<td>2.09</td>
<td>1.011</td>
</tr>
</tbody>
</table>

4.3.4 Strategic Plan in the Organization

Figure 4.7 shows the responses obtained when the respondents were asked if their organizations have a strategic plan. Almost all the respondents, 97.1% responded that they had a strategic plan, while only 2.9% indicated that they did not know. None of the respondents (0.0%) responded said they did not have a strategic plan.
4.3.5 Board of Directors Attention to Organization Issues

Table 4.4 presents the results obtained when the respondents were asked to what extent they thought the Board of Directors devoted their time to financial statements and processes. The respondents were asked to rate as being great attentive, to some extent, to some little extent and too little extent. A majority of the respondents (57.1%) indicated they thought there was a great attentive, 28.6% to some extent. Those who thought that it was to some little extent were 11.4% while 2.9% thought their devotion was too little extent. The mean was 3.4 and a standard deviation of 0.812.

When the respondents were asked to what extent they thought the Board of Directors devoted their time on the management of the entity, a mean of 3.17 and a standard deviation of 0.747 were obtained. The majority with 60.0% said to some extent, 31.4% respondents indicated great attentive. Those who said their devotion to running of the entity was too little extent were 5.7% while only 2.9% said that attention was to some little extent. When the respondents were asked to what extent they thought the Board of Directors devoted their time on the fundraising and fundraising issues, a majority with 60.0% indicated said great attentive, 31.4% said to some extent. Those who said they thought it was to some little extent were 5.7% while 2.9% said they thought their devotion to running of the entity was too little extent. The mean was 3.49 and a standard deviation of 0.742.
Respondents were asked they thought the Board of Directors devoted their time on the annual operating plans and processes. Respondents with a mean of 3.17 and a standard deviation of 0.822 were obtained. A total of 40.0% of the respondents indicated they thought there was a great attentive, 40.0% said to some extent. Those who said it was to some little extent were 17.1% while 2.9% said their devotion to running of the entity was too little extent. The study sought to know how the respondents thought the Board of Directors devoted their time on long term plans. The findings from respondents had a mean of 3.11 and a standard deviation of 0.992. Many respondents (45.7%) indicated there was a great attentive, 28.6% said to some extent. Those who said that it was to some little extent were 17.1% while 8.6% said their devotion to running of the entity was too little extent. Table 4.4 shows the results.

Table 4.4: Board of Directors Attention to Organization Issues

<table>
<thead>
<tr>
<th>Issue</th>
<th>Great attentive (%)</th>
<th>Some extent (%)</th>
<th>Some little extent (%)</th>
<th>Too little extent (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising and fundraising issues</td>
<td>60</td>
<td>31.4</td>
<td>5.7</td>
<td>2.9</td>
<td>3.49</td>
<td>0.742</td>
</tr>
<tr>
<td>Whether the entity is being properly managed.</td>
<td>31.4</td>
<td>60</td>
<td>2.9</td>
<td>5.7</td>
<td>3.17</td>
<td>0.747</td>
</tr>
<tr>
<td>Financial statements and processes</td>
<td>57.1</td>
<td>28.6</td>
<td>11.4</td>
<td>2.9</td>
<td>3.4</td>
<td>0.812</td>
</tr>
<tr>
<td>Annual operating plans and budget</td>
<td>40</td>
<td>40</td>
<td>17.1</td>
<td>2.9</td>
<td>3.17</td>
<td>0.822</td>
</tr>
<tr>
<td>Long-term plans</td>
<td>45.7</td>
<td>28.6</td>
<td>17.1</td>
<td>8.6</td>
<td>3.11</td>
<td>0.993</td>
</tr>
</tbody>
</table>

4.3.6 Problem Solving in the Organization

The study sought to find out from the respondents what they did when faced with problems in their organizations. Respondents were asked if they prioritize issues when solving problems. Those who strongly agreed were 71.4%, those who said they slightly agreed were 22.9%. A total of 2.9% said they slightly disagreed while the remaining 2.9% said they strongly disagreed. The mean was 3.63 with a standard deviation of 0.69. The study asked the respondents if they solve problems quickly. Response with a mean of 2.8 and a
standard deviation of 0.994 were obtained. Those who said they slightly agreed that they solve problems quickly were 51.4%, those who said they strongly agreed were 22.9%, 8.6% said they slightly disagreed while the remaining 17.1% said they strongly disagreed.

When asked if the degree of harmony in work group affected efficiency, a mean of 3.54 and a standard deviation of 0.741 were obtained. Majority with 68.6% said they strongly agreed, 17.1% of them said they slightly agreed, 14.3% said they slightly disagreed while none of the respondents (0.0%) strongly disagreed. Respondents were also required to state if whether they have any trouble making tough, hard-nosed decisions when necessary. From the results, the mean was 3.26 and a standard deviation of 0.741. A total of 45.7% strongly agreed, 34.3% slightly agreed, while 20.0% slightly disagreed. None of the respondents 0.0% strongly disagreed. The mean was 3.63 with a standard deviation of 0.69. Table 4.5 presents the results.

Table 4.5: Problem Solving in the Organization

<table>
<thead>
<tr>
<th>Issue</th>
<th>Strongly agreed (%)</th>
<th>Slightly agreed (%)</th>
<th>Slightly disagreed (%)</th>
<th>Strongly disagreed (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to prioritize issues when solving problems</td>
<td>71.4</td>
<td>22.9</td>
<td>2.9</td>
<td>2.9</td>
<td>3.63</td>
<td>0.69</td>
</tr>
<tr>
<td>I normally solve problems quickly</td>
<td>22.9</td>
<td>51.4</td>
<td>8.6</td>
<td>17.1</td>
<td>2.8</td>
<td>0.994</td>
</tr>
<tr>
<td>The degree of harmony in a work group affect efficiency</td>
<td>68.6</td>
<td>17.1</td>
<td>14.3</td>
<td>0</td>
<td>3.54</td>
<td>0.741</td>
</tr>
<tr>
<td>When necessary, I have no trouble making tough, hard-nosed decisions.</td>
<td>45.7</td>
<td>34.3</td>
<td>20</td>
<td>0</td>
<td>3.26</td>
<td>0.78</td>
</tr>
</tbody>
</table>
4.3.7 Pearson Correlation Analysis Between Problem Solving, Measuring Efficiency and Effectiveness of Service Delivery

The correlations between being able to prioritize issues when solving problems and how the organization measure efficiency of service delivery shows $r = -0.94$ ($p < 0.05$) is not significant at all which means there is no association between the prioritizing issues when solving problems and how the organization measure efficiency. The correlations between being able to prioritize issues when solving problems and how staff describe the effectiveness of service delivery in the organization shows $r = -0.209$ ($p < 0.05$), which also insignificant and therefore there is no relationship.

The correlations between staff being able solve problems quickly and how the organization measure efficiency of service delivery has not significance, $r = -0.124$ ($p < 0.05$). However, the correlations between staff being able solve problems quickly and how staff describe the effectiveness of service delivery in the organization shows a weak relationship, $r = 0.302$ ($p < 0.05$).

The correlations between: if the degree of harmony in a work group affect efficiency and how the organization measure efficiency of service delivery is fairly weak and positive and very significant which is shown by $r = -0.430$ and $p,0.005$ ($p < 0.05$). The correlations between: if the degree of harmony in a work group affect efficiency and how staff describe the effectiveness of service delivery in the organization is also significant but weak and negative, shown by $r = -0.372$ ($p < 0.05$).

The correlations between: when necessary, I have no trouble making tough, hard-nosed decisions and how the organization measure efficiency of service delivery is fairly positive and significant, shown by $r = 0.459$ ($p < 0.05$). On contrary, the correlations between: when necessary, I have no trouble making tough, hard-nosed decisions and how staff describe the effectiveness of service delivery in the organization, $r = -0.137$ ($p < 0.05$), shows no relationship at all. Results are show in Table 4.6.
Table 4.6: Pearson Correlation Analysis Between Problem Solving, Measuring Efficiency and Effectiveness of Service Delivery

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.094</td>
<td>-.124</td>
<td>.430**</td>
<td>.459**</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.296</td>
<td>.238</td>
<td>.005</td>
<td>.003</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>B</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>-.209</td>
<td>.302*</td>
<td>-.372*</td>
<td>-.137</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.114</td>
<td>.039</td>
<td>.014</td>
<td>.217</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level.
* Correlation is significant at the 0.05 level.

Table 4.6 Index

A: How does your organization measure efficiency of service delivery?
B: How would you describe the effectiveness of service delivered by your organization?
C: Please indicate to what extent you agree or disagree with “I am able to prioritize issues when solving problems”.
D: Please indicate to what extent you agree or disagree with “I normally solve problems quickly”.
E: Please indicate to what extent you agree or disagree with “the degree of harmony in a work group affects efficiency”.
F: Please indicate to what extent you agree or disagree with “when necessary, I have no trouble making tough, hard-nosed decisions”.

4.4 Funding Mechanisms and Service Delivery in Civil Organizations

The research objective two sought to determine the extent to which funding mechanisms influence service delivery in civil organizations in Marsabit County. The respondents were presented with five questions in which the respondents were required to select the choice which reflected their view from a range of choices for the different questions.
4.4.1 Sources of Funding for the Organization

Table 4.7 shows the responses that were obtained when the respondents were asked the major source of funding for their organization. All the respondents (100%) said that the major source of funding for their organization was international organizations. None of the respondent reported that the local government, local corporates or individual donations and gifts as the major source of funding for their organizations.

Table 4.7: Sources of Funding for the Organization

<table>
<thead>
<tr>
<th>Major source of funding</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>International organizations</td>
<td>35</td>
<td>100</td>
</tr>
<tr>
<td>Local government</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Individual donations and gifts</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.2 Number of New Donors in the Last Two Years

Responses obtained when the respondents were asked how many new (donors who have not funded their organization before) funding both local and international have been secured in the last two years. A majority of the respondents 45.6% indicated at least two donors, 28.6% of the respondents responded at least 3 donors while 14.3 % respondents indicated 4 and above donors. Those who indicated none were 11.4% of the respondents. Figure 4.8 shows the results.

Figure 4.8: Number of New Donors in the Last Two Years
4.4.3 Effect of Donor Withdrawing

Respondents were asked if they thought their organization would continue normally if their largest donor withdrew funding. A total of 14.3% of the respondents agreed they would continue normally, 25.7% were uncertain it they would continue normally while the majority, (60.0%) of the respondents disagreed they would continue normally if the largest donor withdrew. When ask if they thought their organization would continue but gradually scale down activities, majority of the respondents (65.7%) agreed, 22.9% were uncertain while 11.4% of the respondents disagreed with the statement.

Respondents were also asked if they thought the organization would wind up immediately if the largest donor withdrew. A total of 17.1% of the respondents agreed, 28.6% were uncertain while the majority (54.3%) of the respondents disagreed with the statement. And finally, when the respondents were presented with the statement if they thought the organizations would scale down activities immediately if the largest donor withdrew, a majority of the respondents (57.1%) agreed, 28.6% disagreed with the statement and a modest 14.3% respondent were uncertain. Table 4.8 presents the results as given by the respondents.

Table 4.8: Effect of Donor Withdrawing

<table>
<thead>
<tr>
<th>Issue</th>
<th>Agree (%)</th>
<th>Uncertain (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue normally</td>
<td>14.3 (F 5)</td>
<td>25.7 (F 9)</td>
<td>60 (F 21)</td>
</tr>
<tr>
<td>Continue but gradually scale down activities</td>
<td>65.7 (F 23)</td>
<td>22.9 (F 8)</td>
<td>11.4 (F 4)</td>
</tr>
<tr>
<td>Organizations would scale down activities immediately</td>
<td>57.1 (F 20)</td>
<td>14.3 (F 5)</td>
<td>28.6 (F 10)</td>
</tr>
<tr>
<td>Organization would wind up immediately</td>
<td>17.1 (F 6)</td>
<td>28.6 (F 10)</td>
<td>54.3 (F 19)</td>
</tr>
</tbody>
</table>

4.4.4 Pearson Correlation Analysis Between Measuring Efficiency, Effectiveness of Service Delivery and Donor Withdrawal

Table 4.9 shows correlations between the different variables that were measured with regard to the second objection. The correlations between the organization continuing normally if the largest donor withdraws and how the organization measure efficiency of service delivery shows $r = 0.063$ ($p < 0.05$) shows a no correlation between the two
variables. This is the same for correlations between organization continuing normally if the largest donor withdraws and how staff describe the effectiveness of service delivery in the organization shows $r = 0.065$ ($p < 0.05$).

The correlations between the organization continuing but gradually scale down activities if the largest donor withdraws and how the organization measure efficiency of service delivery shows $r = -0.227$ ($p < 0.05$) has no significance, meaning there is no relationship. However, correlations between the organization continuing but gradually scale down activities if the largest donor withdraws and how staff describe the effectiveness of service delivery in the organization $r = 0.459$ ($p < 0.05$) is significant. There is a relationship between organization continuing but gradually scale down activities if the largest donor withdraws and how staff describes the effectiveness of service delivery.

The study showed that there is a relationship between the organization scaling down activities immediately if the largest donor withdraws and how the organization measure efficiency of service delivery. This was show by correlation results $r = 0.326$ ($p < 0.05$). However, correlations between the organization scaling down activities immediately if the largest donor withdraws and how staff describe the effectiveness of service delivery in the organization shows $r = -0.066$ ($p < 0.05$) showed there was no relationship.

When correlations between the organization winding up the organization immediately if the largest donor withdraws and how the organization measure efficiency of service delivery were done, the results, $r = 0.213$ ($p < 0.05$) indicated no relationship at all. The results of correlations between the organization winding up the organization immediately if the largest donor withdraws and how staff describe the effectiveness of service delivery in the organization showed a fairly weak (negative) relationship with $r = -0.345$ ($p < 0.05$).
Table 4.9: Pearson Correlation Analysis Between Donor Withdrawal, Measuring Efficiency and Effectiveness of Service Delivery

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.063</td>
<td>-.227</td>
<td>.326*</td>
<td>.213</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.359</td>
<td>.095</td>
<td>.028</td>
<td>.110</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>B</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.065</td>
<td>.459**</td>
<td>-.066</td>
<td>-.345*</td>
</tr>
<tr>
<td></td>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.355</td>
<td>.003</td>
<td>.354</td>
<td>.021</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level.
* Correlation is significant at the 0.05 level.

Table 4.9 Index

A:   How does your organization measure efficiency of service delivery?

B:   How would you describe the effectiveness of service delivered by your organization?

C:   What do you think would happen to your organization if the largest donor withdrew funding? (Continue normally)

D:   What do you think would happen to your organization if the largest donor withdrew funding? (Continue but gradually scale down activities)

E:   What do you think would happen to your organization if the largest donor withdrew funding? (Scale down activities immediately)

F:   What do you think would happen to your organization if the largest donor withdrew funding? (Wind up the organization immediately)

4.4.5 Frequency of Financial Audits in the Organization

The study sought to find out how often financial audits were done in the respondents organizations. 71.4% of the respondents revealed that they were done always while 28.6% said they were done sometimes. None 0.0% of the respondents indicated that they were never done. Figure 4.9 below presents the results as given by the respondents.
4.4.6 Cases of Corruption/ Fraud in the Organization

Respondents were asked if there has ever been a case of misappropriation/fraud/corruption of funds in their organization. The majority of the respondents with 65.7% responded Yes, while only 2.9% of the respondents’ reported No. Those who gave a response of don’t know were 31.4%. Figure 4.10 presents the results as given by the respondents.

![Figure 4.9: Frequency of Financial Audits in the Organization](image)

![Figure 4.10: Cases of Corruption/ Fraud in the Organization](image)

4.5 Personnel Competencies and Service Delivery in Civil Organizations

The research objective three sought to identify the extent to which personnel competencies affect service delivery in Civil Organizations in Marsabit County. The section had four questions. The respondents were required to select the choice which reflected their view from a range of choices for the different questions.
4.5.1 Influence of Technical Competencies on Service Delivery

Responses were presented with a statement to confirm if the organization focused on capacity building of employees in terms of technical skill. Respondents were asked if they agree were uncertain and if they disagree that the organization focused on capacity-building of the employees in terms of technical skills, a majority of the respondents 71.4% agreed with the statement, 22.9% were uncertain while the only 5.7% said they disagreed. The respondents were asked to confirm if organizational performance is determined by personnel competencies. A total of 82.9% of the respondents agreed with the statement, while 17.1% were uncertain. None of the respondents (0.0%) disagreed with the statement. Table 4.11 presents the results.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Agree (%)</th>
<th>Uncertain (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization focused on capacity-building of the employees in terms of technical skills</td>
<td>71.4 (F 25)</td>
<td>22.9 (F 8)</td>
<td>5.7 (F 2)</td>
</tr>
<tr>
<td>Organizational performance is determined by personnel competencies</td>
<td>82.9 (F 29)</td>
<td>17.1 (F 6)</td>
<td>0 (F 0)</td>
</tr>
</tbody>
</table>

4.5.2 Effect of Interpersonal Competencies on Service Delivery

In a bid to find out the effect of interpersonal competencies of service delivery, respondents were asked if good interpersonal skills are key ingredients in retaining successful working relationship. Respondents were encouraged to either state if they agree, are uncertain or disagree that good interpersonal skills are the key ingredients in retaining successful working relationships, the majority of the respondents (94.3%) said they agreed with the statement, while a minority 5.7% indicated that they were uncertain. None of the respondents 0.0% disagreed with the statement.

When asked if the ability to work well with people is important for all employees in any organizations, a majority, (85.7%) of the respondents said they agree with the statement, while only 14.3% were uncertain. None of the respondents 0.0% disagreed with the statement. And finally when asked if team building skill are valued in their organizations, a majority of the respondents (62.9%) said they agreed with the statement, 31.4% were
uncertain while a minority 5.4% indicated that they disagreed. Table 4.12 presents the results of the responses.

**Table 4.12: Effect of Interpersonal Competencies on Service Delivery**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Agree (%)</th>
<th>Uncertain (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good interpersonal skills are the key ingredients in retaining successful working relationships</td>
<td>94.3 (F 33)</td>
<td>5.7 (F 2)</td>
<td>0 (F 0)</td>
</tr>
<tr>
<td>Ability to work well with people is important for all employees in any organizations</td>
<td>85.7 (F 30)</td>
<td>14.3 (F 5)</td>
<td>0 (F 0)</td>
</tr>
<tr>
<td>Team building skill are valued in my organizations</td>
<td>62.9 (F 22)</td>
<td>31.4 (F 11)</td>
<td>5.7 (F 2)</td>
</tr>
</tbody>
</table>

**4.5.3 Channel of Communication to Address Work Related Issues in the Organization**

The respondents were also asked to indicate the most frequent channel of communication for work related issues with their manager. The majority of the respondents (77.1%) indicated that they communicated through e-mail while 14.3% of the respondents indicated they communicated through face to face. Only 8.6% of the respondents indicated they communicated through meeting while none of the respondents, (0.0%) indicated they communicated through human resource office. This is as shown by figure 4.11.
4.5.4 Communication in the Organization

This part sought to find out the effect of organization communication on service delivery. Respondents were presented with statements to which they should give their opinion if the organizations carried out the statements either always, sometimes or never. The results were indicated in Table 4.13. Respondents were asked to give their opinion if the organization set-up communication networks for people to report suspected indecencies. A majority of the respondents (71.4%) indicated always, 22.9% indicated sometimes and only 5.7% indicated never. When asked to give their opinion if communication from department to department flows well a majority (57.1%) indicated sometimes while 42.9% of the respondents indicated always and none of the respondents indicated never.

When asked if the organization takes timely and appropriate action on communications received from customers 51.4% of the respondents indicated sometimes, while 48.6% indicated always and of the respondents (0.0%) indicated never. Finally respondents were asked to give their opinion if communication between the manager and subordinate was open; a majority of the respondents 51.4% indicated always, 45.7% of the respondents indicated sometimes while only 2.9% indicated never.
Table 4.13: Communication in the Organization

<table>
<thead>
<tr>
<th>Issue</th>
<th>Agree (%)</th>
<th>Uncertain (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization has set-up communication networks for people to report suspected indecencies</td>
<td>71.4 (F 25)</td>
<td>22.9 (F 8)</td>
<td>5.7 (F 2)</td>
</tr>
<tr>
<td>Communication from department to department flows well</td>
<td>42.9 (F 15)</td>
<td>57.1 (F 20)</td>
<td>0 (F 0)</td>
</tr>
<tr>
<td>Organization takes timely and appropriate action on communications received from customers</td>
<td>48.6 (F 17)</td>
<td>51.4 (F 18)</td>
<td>0 (F 0)</td>
</tr>
<tr>
<td>Communication between the manager and subordinate was open</td>
<td>45.7 (F 16)</td>
<td>51.4 (F 18)</td>
<td>2.9 (F 1)</td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

This Chapter has presented the data that was obtained from the field study. Descriptive statistics have been used to represent the data and consequently, bar graphs and pie charts as well as frequency tables have been used to present the data. The findings of the study were based on the research questions which were presented to the participants for the survey. The results were obtained from the questionnaires administered to participants who held managerial positions in non-governmental organizations working within Marsabit County. The results were categorized according to the research questions. Chapter five provides the discussion of the findings and with an aim of trying to find out whether these findings are consistent with the findings and conclusions by other scholars. The chapter provides the conclusion and recommendations as well.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary, discussions, conclusions and recommendations. The first section of this chapter will give the summary of the purpose of the study of the major findings. The second section discusses the findings of the research objectives on the basis of the literature review. The subsequent section will explain the conclusions drawn from the discussions. The chapter concludes by giving recommendations guided by the to the research questions.

5.2 Summary
The general objective of the study was to investigate the effects of organizational systems on service delivery in civil organizations in Marsabit County. The study was guided by the following objectives: to identify the extent to which governance structure affects service delivery in civil organizations; to establish the extent to which funding mechanisms influence service delivery in civil organizations and to determine the extent to which personnel competencies affect service delivery in civil organizations.

The study used descriptive design. It targeted senior level management staff in these organizations working within Marsabit County. The population comprised of civil organizations that have a project office in Marsabit County. The population was 128 managers where 80 were from local civil organizations while 48 were from International non-governmental organizations, the sample size was 64. The data was collected using questionnaires and a research assistant assisted with distributing and collecting the questionnaires. Data was analysed using SPSS. The collected data was analysed to obtain descriptive statistics through frequencies, percentages, mean and standard deviation and correlation analysis. Results were presented using tables and figures.

Regarding the extent to which governance structure affected service delivery in civil organizations, a majority of the respondents indicated that the organizational structure within the organization where they work was functional and that their organizations had many levels of hierarchy. When asked on the ways of organizing work in their organization, a majority of the respondents indicated that delegation of responsibilities,
integration of functions were cited as frequently used. The use of quality circles and planned rotation was reported as the least frequently utilized by the respondents. Almost all of the respondents interviewed reported to have a strategic plan within their organizations.

On the issue of the board of director’s devotion to issues, a majority of the respondents agreed that the board of directors were greatly attentive to fundraising and fundraising issues and, financial statements and processes as compared to the other issues within the organization. This was closely followed by the board of directors paying great attention to long-term plans in the organization which the majority of the respondents agreed with. The issue that the boards of directors were to some extent attentive included whether the entity is being properly managed and annual operating plans and budget was reported by the study participants. With regard to the issue of problem solving, a majority of the respondents strongly agreed that they try to analyse all the facts and put them in order immediately when faced with a problem. This was followed by the majorities who responded that they prefer harmony in a work group- otherwise efficiency will suffer. In addition, a majority had no trouble making tough, hard-nosed decisions when necessary, while most of the respondents slightly agreed that they normally solved problems quickly without wasting time on details.

Regarding the extent to which funding mechanisms affects service delivery in civil organizations, all the respondents indicated that the main source of donor funding for their organization was International organizations. A majority of the respondents indicated that the organization had at least two or more new donors for their funding. On the effect of donor the largest donor withdrawing funding, a majority of the respondents disagreed that the organization would continue normally or wind up immediately. However, a majority of the respondents agreed that the organization would continue but gradually scale down activities or scale down activities immediately. A majority of the respondents indicated that the organization they worked always conducted audits and also agreed that there were fraud and corruption cases reported in the organizations.

Regarding the extent to which personnel competencies affects service delivery in civil organizations, a majority of the respondents agreed that the organization they worked for was focused on capacity-building of the employees in terms of technical skills and that organizational performance is determined by personnel competencies. Most respondents agreed that good interpersonal skills are the key ingredients in retaining successful working
relationships, ability to work well with people is important for all employees in any organizations and team building skills were valued in their organizations. In the issue of communication, a majority of the respondents reported that e-mails were the most frequent channel of communication for work related issues with their managers in the organizations where they worked. In addition, a majority of the respondents agreed that organization had set-up communication networks for people to report suspected indecencies. However majority of the respondents said that only sometimes there is communication from department to department flows well, organization takes timely and appropriate action on communications received from customers and communication between the manager and subordinate is open.

5.3 Discussion

5.3.1 Governance Structure and Service Delivery
The study revealed that governance structures affects service delivery in the Civil Organizations. This is as clearly shown from the findings for the study which indicated that a majority of the respondents indicated that the organizational structure within the organization where they worked was functional. This is confirmed by Csaszar, (2008) who found out that a wide range of organizations are affected by organizational structure and according to Ciliberto, (2006) changes in organizational form have a direct effect on performance. On the hierarchical levels within the organization, a majority of the respondents indicated that the organizations where they worked had many levels hierarchy. This shows that the organizational structure had an effect on the service delivery of the organization. This is as evidenced by a study done by Meijaard, Brand, and Mosselman, (2005) on organizational structure which sampled 1,411 of Dutch small firms found that centralization and specialization of organizational structures have different effects in terms of different outcome or results, the study concluded that organizational structure plays important roles on organizational performance.

Many of the respondents indicated that delegation or responsibility was the most frequently used method of organizing work in the organization. Integration of work was cited as frequently used. This also shows that the way work is organized at the organization also influenced the service delivery of the organization. The use of quality circles and planned rotation was reported to be the least frequently utilized by the respondents in the study. This is confirmed by a study done by Zheng (2003) where organizations that had the order-
control structure were those that require specialization, hierarchy and require results that are centralized where these kinds of organization were characterized by sharing of knowledge and communication was high. Almost all of the respondents interviewed reported to have a strategic plan within their organizations. This showed the significance of the strategic plans within organizations and its influence on service delivery of the organization. This is as evidenced by a study by Robbin and DeCenzo, (2005) which postulated that organizational structure plays an important role in helping management to achieve its objectives and follow the firm’s strategy.

The study also sought to find out the role of the board of directors vis a vis their influence to service delivery. A majority of the respondents agreed that the board of directors were greatly attentive to fundraising and fundraising issues and financial statements and processes as compared to the other issues within the organization. This is confirmed by Hilman and Dalziel (2003) who in their study showed that the board provides the link between the organization financial providers and also the different kinds of expertise that are required by the organization and that through their social networks, the board members are able to secure relational capital and the board capital which combines both the human capital and the relational capital. This was closely followed by the board of directors paying great attention to long-term plans in the organization which the majority of the respondents agreed with. The issue that the boards of directors were to some extent attentive included whether the entity is being properly managed and annual operating plans and budget as was reported by the study participants. This is as evidenced by Hendry (2005) who remarked that the work of boards is not just about ensuring accountability for performance, even though this is important, it is also, and primarily, about ensuring good performance within the organization.

On the issue of problem solving, a majority of the respondents strongly agreed that they try to analyse all the facts and put them in order immediately when faced with a problem. This was followed by the majority’s preference of harmony in a work group- otherwise efficiency suffers where the majority strongly agreed. In addition, a majority had no trouble making tough, hard-nosed decisions when necessary, while most of the respondents slightly agreed that they normally solved problems quickly without wasting time on details. Isabelle Giroux (2009) in her study in Canadian organizations showed that problem-solving skills by the managerial personnel was very crucial and determined the
performance of the organization which was mainly anchored on service delivery. She highlighted that most organizations had failed due to lack of the managerial capacity to problem solving skills to the ever dynamic problems that the organizations faced. From her study, it was found out that managers tended to use their intuition to solve critical problems as they occurred while critical problems represented powerful learning events for many participants. This is clear evidence from the study results that problem-solving skills are crucial in the organization and is likely to influence service delivery within the organizations.

5.3.2 Funding Mechanisms and Service Delivery
The study revealed that funding mechanisms affects service delivery in the civil organizations. This is as clearly shown from the findings for the study which indicated that all the respondents indicated that the main source of donor funding for their organization was International organizations. This is as evidenced by Selsky and Parker, (2005) whose study postulated that non-profit organizations in particular rely heavily on external partnerships for resources, as they often do not have the ability and means to provide everything they need themselves. The study also revealed that a majority of the respondents indicated that the organization had at least two or more new donors for their funding. This is confirmed by a study done by Richard (2008) who aimed to understand the impact of relationship on different types of donors. The study concluded that it was important to cultivate the relationship with donors for a long survival and to continue to delivery services to communities.

On the effect of donor withdrawal, a majority of the respondents in the study disagreed that the organization would continue normally while a majority of the respondents agreed that the organization would continue but gradually scale down activities and that the organizations would scale down activities immediately. This clearly showed the over-reliance on donor-funding which would influence the service delivery mandate of the organization. This is confirmed by a study by Suri, (2009) that showed more than 70% of non-profit organizations had confirmed that financial crisis in the donor sector had an impact on the organizational performance which was pegged on service delivery, whereby 33% of them lost their existing donors and other funding. However, a majority of the respondents disagreed that organization would wind up immediately if the donor funding was withdrawn.
A majority of the respondents indicated that the organization they worked always conducted audits; they also agreed that there were fraud and corruption cases reported in the organizations. This is confirmed by a research study in New Zealand by K. Hooper, Rowena and Doris (2008) on the financial reporting by New Zealand charities which revealed that financial accountability of the funds utilized to enhance transparency affected the service delivery of the organization due to lack of clear systems of accountability within the charities. This shows clearly that financial accountability both to the donors (external sources) and the beneficiaries is an integral component for a well-functioning and efficient service delivery platform.

5.3.3 Personnel Competencies and Service Delivery
The study revealed that personnel competencies affects service delivery in the civil organizations. This is as clearly shown from the findings for the study where majority of the respondents agreed that the organization they worked for was focused on capacity-building of the employees in terms of technical skills and that organizational performance is determined by personnel competencies. This is as confirmed by a research study done by Florence and Munene (2012) in Uganda which focused on competencies to increase role clarity during service delivery. It revealed that the managerial employees’ competency was directly related to their overall performance in the organization which would eventually influence the service delivery of the organization either positively or negatively.

A majority of the respondents also agreed that good interpersonal skills are the key ingredients in retaining successful working relationships, ability to work well with people is important for all employees in any organizations and team building skills are valued in their organizations. This is also as echoed by a research study done in Iran by Rasool, Mohammad, Faredeh and Hamid (2011) which showed that there is a significant relationship between communication skills, interpersonal communication with subordinates and upper management and organizational effectiveness.

In the issue of communication, a majority of the respondents indicated that e-mails were most frequently used as a channel of communication for work related issues by managers in the organizations where they worked. Few participants responded that they used face-to-face or meetings for communication for work related issues with managers. This is however contradicts a research study done in Ghana by Abugre (2012) in a media firm to assess the effectiveness of communication used between managers and employees who
revealed that 90.8 percent of the respondents were face-to-face conversations between an employee and his immediate boss. In addition, a majority of the respondents agreed that organization had set-up communication networks for people to report suspected indecencies. However on the issues of communication from department to department flows well, organization takes timely and appropriate action on communications received from customers and communication between the manager and subordinate was open a majority of the respondents were uncertain with the issues. This is echoed by a research study on interpersonal skills in Iran by Rasool, Mohammad, Faredeh and Hamid (2011) that showed that there is a significant relationship between communication skills and interpersonal communication and communication competencies.

5.4 Conclusions

5.4.1 Governance Structures and Service Delivery
According to the study effective governance structures ensures an improvement of the service delivery in the civil organizations. Majority of the respondents said that the organizational structure in their organization was functional with many hierarchical levels. This is clear evidence that the organizational structure of the organization also influences the service delivery provision of the organization. This is further explained by the majority of the respondents who reported that delegation of responsibilities and integration of work were frequently used as methods of organizing work in their organizations. Quality circles and planned job rotations were least frequently used. This indicates a gap in work organization. The roles and responsibilities of the board also play a great role in service delivery. This is evidence when the respondents confirm that the board devoted majority of time on fundraising and fundraising issues, financial statements and processes, annual operating plans and budgets and, long-term plans in the organization. Problem solving is another issue that contributes to effective service delivery in the organization, majority of the respondents indicated that they try to analyse all the facts and put them in order immediately when faced with a problem, majority also said they prefer harmony in a work group- otherwise efficiency will suffer and that they have no trouble making tough, hard-nosed decisions when necessary.

5.4.2 Funding Mechanisms and Service Delivery
According to the study the funding mechanisms influences the efficiency and effectiveness of the service delivery in the civil organizations. All the respondents indicated that the main source of donor funding for their organization was International organizations. While
a majority of the respondents indicated that the organization had at least two or more new donors for their funding. This shows the influence that external funding mechanisms have on the organization’s mandate for service delivery since its performance is hinged on the funding mechanisms that are in place. On the effect of donor withdrawal, a majority of the respondents disagreed that the organization would continue normally while a majority of the respondents agreed that the organization would continue but gradually scale down activities and that the organizations would scale down activities immediately. This clearly shows the extent of donor-dependency that the civil organizations have which in effect influences its service delivery mandate in that if the donor funding is withdrawn, most of the organizations would not be able to function properly and hence service delivery would be influenced. In addition, a majority of the respondents indicated that the organization they worked always conducted audits and that there were fraud and corruption cases reported in the organizations. This shows the rampant misappropriation of funds by the civil organizations which in effect influence the service delivery ability of the organization.

### 5.4.3 Personnel Competencies and Service Delivery

According to the study the personnel competencies influences the efficiency and effectiveness of the service delivery in the civil organizations. A majority of the respondents agreed that the organization they worked for was focused on capacity-building of the employees in terms of technical skills and that organizational performance is determined by personnel competencies. This shows the significance that is placed on the technical competencies for the civil organizations which usually has a major impact on the service delivery ability of the organization. In the issue of communication, a majority of the respondents indicated that e-mails were the most frequent channel of communication for work related issues with their managers in the organizations where they worked. This shows that technology uptake within the organizations has also impacted on the communications channels utilized in the organizations which usually has a bearing on the service delivery mandate of the organization. Lastly, a majority of the respondents agreed that organizations had set-up communication networks for people to report suspected indecencies. However on the issues of communication from department to department flows well, organization takes timely and appropriate action on communications received from customers and communication between the manager and subordinate was open a majority of the respondents were uncertain with the issues. This shows that there is a gap in the inter-departmental communication where the majority was uncertain. This also
shows that communication within the organizations is very essential since it influences the service delivery within the organization.

5.5 Recommendations
5.5.1 Recommendations for Improvement
The following recommendations are raised based on findings and conclusions of the study.

5.5.1.1 Governance Structure and Service Delivery
The organizations need to encourage the frequent use of quality circles or groups and planned job rotation as way of organizing their work. This will enrich staff job when every staff knows how to handle tasks done another person in the department. This will also be a motivation to them and will reduce boredom and also act as a check balance in sensitive tasks. The organizations should also encourage managers to use more of delegation of responsibility and integration of functions in their work organization. In regard to the Board of Directors, they are encouraged to continue with devotion of their time to organization issues, they however should balance their time and be able to look at every aspect of issues that affect the entity. It is their fudicial duty to oversea the running of the organization. Managers are encouraged to continue with their ability to solve problems quickly which will lead to efficient work environment.

5.5.1.2 Funding Mechanisms and Service Delivery
Majority of respondents indicated that majority of their funding was from International organizations. This shows over reliance on such funding. Organizations should start sourcing for funds in-country of looking for other sustainable ways. This is confirmed by the decreasing funding when majority say that they have accessed funding only from two new donors in the last two years. Also when majority confirm that their organizations would scale down activities immediately if a major donor with draws funding raises a flag on reliance of donor funding. Financial audit alone is not enough to cab fraud, organizations should have more frequent and detailed financial monitoring plans so that frauds are deterred before they occur or minimize fraud on the short run and finally eliminate in the long run. Staff should be scrutinized at interview levels so that only those with integrity are taken on bond. In addition, organizations should have anti-fraud and whistle blowing policies in place and have staff trained on the same issues frequently.
5.5.1. 3 Personnel Competencies and Service Delivery

Organizations are recommended to continue with the measures in place to build staff competencies. On communication with managers, the organizations should encourage managers to adapt the face-face communication with their subordinates. Face to face communication creates a sense of trust between the manager and the subordinate. Also, when there is face-to face communication, there will be no ambiguity or misinterpretation of information because it will be explained as it is being communicated. These can be done through frequent meetings instead of using emails. This will eventually make communication from department to department flow well and eventually there will be an open communication between managers and subordinates. Organizations are also encouraged to take timely and appropriate action on communications received from customers. Customers are the most important people in the organization and therefore their feedback is important, it advises the organization how they expect the employees to behave towards them, which is very key to competition.

5.5.2 Recommendations for Further Studies

Civil organizations have been here since long, they put all their resource, time, human and finances on the ground to intervene on issues affecting communities but still, there seem to be no or little improvement on the ground. A recommendation for further studies to future researchers is the effect of members of the community on service delivery in Marsabit County. Another area of study that can complement this study is on project with sustainability in financial, social and environmental area.
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Robinson, Maisah (2006). How to improve your interpersonal communication skills


World Health Organization, (WHO) (June 2008). Toolkit on monitoring health systems strengthening


APPENDIX A: QUESTIONNAIRE

Dear Respondent

My name is Wincate Kathuri a student at USIU. I am collecting data to facilitate completion of my degree in Masters of Organization Development (EMOD). My project topic is ‘EFFECTS OF ORGANIZATIONAL SYSTEMS ON SERVICE DELIVERY IN CIVIL ORGANIZATIONS IN MARSABIT COUNTY’.

I am kindly requesting you to participate by completing this questionnaire. The results of this study will be used for academic purposes only. The questionnaire is completely anonymous and confidentiality is assured. For the researcher to yield valid results, it is important that you answer all the questions as truthfully as possible. Completing this questionnaire will take 10-15 minutes.

Thank you for your willingness to participate in this study.

SECTION 1: GENERAL INFORMATION

1. What is your gender? (Please tick one)
   
   Male ☐  Female ☐

2. What is your highest level of formal education? (Please tick one)

   | Certificate (Secondary) |  |
   | Diploma level |  |
   | University level with first degree |  |
   | University level with more than one degree |  |
3. How long have you worked for the organization?
   - Less than 1 year □
   - Between 1 and 3 years □
   - Between 3 and 5 years □
   - More than 5 years □

4. In which category is your organization that you work with?
   - International NGO □
   - Local NGO □

**SECTION II: SERVICE DELIVERY LEVEL**

A. How would you describe the effectiveness of service delivered by your organization? Please tick one.
   - Excellent □
   - Very good □
   - Good □
   - Poor □

B. How does your organization measure efficiency of service delivery? Please tick one.
   - No of beneficiaries reached □
   - Quality of service provided □
   - Timely completion of projects □
   - Change in quality of beneficiaries □

**SECTION III: GOVERNANCE STRUCTURE AND SERVICE DELIVERY**

A. How is your organizational structure like? Please tick one
   - Functional □
   - Matrix □
   - Divisional □
   - Others □

B. How many hierarchy levels are there in your organization? Please tick one
   - Hierarchical (Many) □
   - Flat (Few) □

C. Organizations use different ways to organize work. Rate the frequency in organising in your organization with 4 being the most frequent, 3 frequent, 2 not very frequent and 1 least frequent.
D. Does your organization have a strategic plan?

Yes ☐  No ☐  Don’t know ☐

E. To what extent do you think the Board of Directors devotes attention to the issues below? Please tick one box with 4 being very attentive, 3 to some extent, 2 to some little extent and 1 too little extent.

<table>
<thead>
<tr>
<th>(a) Fundraising and funding issues</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b) Whether the entity is being properly managed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Financial statements and processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Annual operating plans and budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) Long-term plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F. Please indicate to what extent you agree or disagree with the following statements by ticking (√) in the box that reflects your opinion.

<table>
<thead>
<tr>
<th>Statement</th>
<th>strongly agree</th>
<th>slightly agree</th>
<th>slightly disagree</th>
<th>strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) I am able to prioritize issues when solving problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) I normally solve problems quickly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) The degree of harmony in a work group affects it efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) When necessary, I have no trouble making tough, hard-nosed decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION IV: FUNDING MECHANISM AND SERVICE DELIVERY

A. Which is the major source of funding for your organization? (Please tick one)
   - Local Government □
   - Local corporates □
   - International organizations □
   - Individual donations and gifts □

B. How many new (donors who have not funded your organization before) funding both Local and International have you secured in the last two years?
   - None □
   - At least two □
   - Three □
   - Four and above □

C. What do you think would happen to your organization if the largest donor withdrew funding? It would:

<table>
<thead>
<tr>
<th>Option</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Continue normally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Continue but gradually scale down</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Scale down activities immediately</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Wind up the organization immediately</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

D. How often are financial audits done in the organization?
   - Always □
   - Sometimes □
   - Never □

E. Has there been a case of misappropriation/fraud/corruption of funds in your organization?
   - Yes □
   - No □
   - Don’t know □
SECTION V: PERSONNEL COMPETENCIES AND SERVICE DELIVERY

A. Please indicate to what extent you agree or disagree with the following statements by ticking (√) in the box that reflects your opinion

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The organization is focussed on capacity building of the employees in terms of technical skills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) The organizational performance is determined by the personnel competencies.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Please indicate to what extent you agree or disagree with the following statements by ticking (√) in the box that reflects your opinion

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Good interpersonal skills are key ingredients in retaining successful working relationships.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) The ability to work well with people is important for all employees in my organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Team building skills are valued in my organization.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. Which is the most frequent channel of communication to address work related issues with your manager? Please tick one

- Through e-mail
- Face to face
- Through meeting
- through HR
D. Please give your opinion on below statements by putting a tick on the most appropriate to you.

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) The organization has set-up communication networks for people to report suspected indecencies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Communication from department to department flows across well</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Organization takes timely and appropriate action on communications received from customers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Communication between the manager and subordinate is open.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>