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DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION

INFLUENCE OF ORGANIZATIONAL INTERNAL ENVIRONMENT ON SERVICE DELIVERY IN THE CIVIL SERVICE: THE CASE OF IMMIGRATION DEPARTMENT HEADQUARTERS, KENYA.

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF PUBLIC POLICY AND ADMINISTRATION OF KENYATTA UNIVERSITY

MAY, 2015
DECLARATION

Declaration by the Candidate

This project is my original work and has not been submitted to any other university for the award of degree.

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This project has been submitted for the review with Our approval as University Supervisor.

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DEDICATION

I dedicate this work to my dear wife Naomi and baby daughter Ashley who believed in me and gave me a nudge to rise again even when I did not believe in myself; you were the wind beneath my wings. To my relatives, friends and colleagues who have given me their love, moral support and understanding throughout the course period. They kept telling me that the famous Indra Gandhi saying that “Education is a continuous process from the minute we were born until we die”, It was your support and constant encouragement, patience and cheering me up when I was almost giving up on finalizing the study. God bless them abundantly.

I LOVE YOU ALL
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The success of this research project would not be achieved without the contribution of the following person, who I would like to acknowledge and express my sincere gratitude.

First and foremost the almost God for the gift of life, love, good health, strength, endurance and inspiration throughout my life.

My beloved mom, Elishibah Wangechi and grand mom Miriam Mweru Chewa for the gift of life and opening my eyes to the world of education. Indeed you are behind the successes in my life. You taught, nurtured and prepared me to face challenges in life with courage and humility.

May the good Lord Bless you in special way.

To my colleagues at Kenya Airport Authority Security who have given me the necessary backing to enable me complete my course, I owe you.

Last but very important is my Supervisor Prof David Minja and Dr Stephen Muathe for their professional guidance in my work. I must sincerely thank them for their crucial role of ensuring that my work meets the standards set by the Kenyatta University. Their unparalleled critique and unique input, laced with in-depth insistence for exceptionally scholarly work, informed my determination to achieve the same. Your encouragement and positive criticism both verbal and written, paying attention to painstaking unforgivable errors, including grammar and font size of the script at the initial stages of the compilation and editing. I also thank the chairman of the Department Of Public and Administration Dr Kiruthu, for allowing me finish my work, which apparently took unusually long time to complete owing to circumstance beyond control. Thank you

Without you all, I would not be achieving this glory. May you receive the Lord blessing and in his favour.
ABSTRACT
Promotion policies increase morale, productivity and employment satisfaction, and to
decrease turnover by rewarding employees who possess the desire, commitment and
qualifications to advance within the organization. In addition to delivering value to customers
and increasing the wealth of shareholders or owners, state owned enterprises must provide
satisfying working environment for employees. This study sought to determine the influence
of organizational internal environment on service delivery in the civil service in Kenya with
special focus on of Immigration Department Headquarters. Survey research design was used
in this study because it does not involve manipulation of variables under investigation but
seeks to establish the status of the phenomena. The target population of the study was 150
employees working in the immigration department. The study sampled employees of
immigration department in Kenya. Proportionate stratified random sampling technique was
used to select 50 staffs working with Immigration Department at the Headquarters.
Questionnaires were used to collect data for this study. A letter was written to the
management of Immigration Department. Data was coded and analyzed using the Statistical
Package for Social Sciences (SPSS) software. Descriptive statistics that include frequencies
and percentages was used to organize and summarize the data. Tables and bar charts were
drawn to present the analyzed data. This is because tables, bar charts, frequencies, and
percentages are important statistical methods of organizing and summarizing raw data into a
meaningful way for the ease of interpretation. Regression analysis was used to establish the
relationship between organizational internal environment and the variables of the study.
From the finding, it was revealed that a unit increase in organization politics would lead to an
increase in the service delivery in the civil service in Kenya, thus the study concludes that
organization politics had positive effects on service delivery in the civil service in Kenya.
The study also established that when decision-makers communicate a justification for the
decision reached and the decision-maker is considered sincere, participants view the process
as fair therefore the study concludes that increased organization justice had a positive effects
on service delivery in the civil service in Kenya. When high procedural justice in promotion
decisions exists, employees are more likely to experience satisfaction with organizational
outcomes thus the study concludes that transparency when making promotion decisions had a
positive effect on service delivery in the civil service in Kenya The organization structure
should be flexible enough to respond quickly to change, challenge and uncertainty the study
concludes that flexible organizational structures had a positive effect on service delivery in
the civil service in Kenya In order to improve service delivery in public sector, the study
recommends that the Government should put in place policies which shall fairly and
equitably responding to employees needs by encouraging participation in decision and
policy-making, there is need to encourage professional ethics by ensuring that all promotions
are accorder in regard to laid government policies as this encouraged morale to civil servants,
There is need to create flexible government structures, this will allow the government
officers to respond immediately whenever administrative challenges may arise. There is
need to keep right balance between organizational policies by encouraging communication
and Listening to employee demands as will help in strategizing on effective ways to deals
with their complains.
<table>
<thead>
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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>KCCT</td>
<td>Kenya College of Communication Technology</td>
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<td>KUR</td>
<td>Kenya –Uganda Railways</td>
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<td>OOP</td>
<td>Office of the President</td>
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OPERATIONAL DEFINITIONS

This study defines organizational internal environment as organizational politics, organizational justice, promotion decisions and organizational structure.

**Internal Environment:** The conditions, entities, events and factors within an organization that influence its activities and choices particularly the behavior of the employees.

**Top level Management:** The highest ranking officers with titles such as director of Immigration services, deputy director of Immigration services, senior assistant director of Immigration services, assistant director of Immigrations services. Top management translates the policy (formulated by the board-of-directors) into goals, objectives, and strategies, and projects a shared-vision of the future. It makes decisions that affect everyone in the organization, and is held entirely responsible for the success or failure of the organization.

**Middle level Management:** An employee of an organization who manages at least one subordinate level of managers, and reports to a higher level of managers within the organization. The duties of a middle level manager typically include carrying out the strategic directives of top-level managers at the operational level, supervising subordinate managers and employees to ensure smooth functioning of the organization. They include Principal Immigration officer, chief Immigration officer and senior Immigration officer.

**Low level Management/ Staffs:** The organizational tier for supervisors positioned directly above non-managerial employees/staff. Lower management in an organization generally oversees the performance of staff working on line tasks in managerial positions such as Immigration Officer I and Immigration Officer II.
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CHAPTER ONE: INTRODUCTION

This study seeks to determine the influence of organizational internal environment on service delivery in the civil service in Kenya with special focus on Immigration Department Headquarters. This chapter seeks to explore on the background of the study, statement of the problem, study objectives, specific objectives, and research questions, significance of the study, scope and limitation of the study.

1.1 Background of the study

Although organization spend millions of dollars each year in their attempts to comply with fair employment laws, many organization continue to have problems with employees who perceive unfair treatment in employment practices. One such area involves organizational internal environment. The result of employee perceptions of unfairness may be negative consequences for organizations, such as low morale and poor service delivery (Peterson and Danehower, 2004). Perceptions of unfairness in the organization may also lead to physiological stress and real sickness in employees, thus increasing absenteeism and on-the-job accidents (Sashkin and Williams, 2010).

Although promotion is considered one form of employee selection, internal promotion systems differ from external employee selection, (Rosen, Miguel and Pierce, 2009). First, because promotion involves existing employees as opposed to individuals outside the organization, promotion candidates have access to more information regarding the procedures used to make promotion decisions. Second, promotion candidates may have more information than external job applicants regarding the qualifications of the newly-promoted employee once the decision has been made (Shore, Barksdale and Shore, 2005). Thus, one
might infer that employees who are rejected during the promotion process, and who perceive the procedures used during the process to be unfair, might be more likely than rejected external applicants to demonstrate negative attitudes or behaviors, (Gopinath and Becker, 2010).

Many organizations are committed to enhancing the professional growth and development of its employees. This is well achieved by the provision of career paths and potential growth opportunities for its employees. However, promotion opportunities are rapidly shrinking or disappearing as reorganization lead to flatter structures. According to Dessler (2004), failing to implement a comprehensive promotion policy is one of the factors for limited promotion opportunities. A promotion policy prescribes a framework for promotions and sets out criteria against which employees will be assessed for promotion. It provides ladders giving paths for advancement and indicating vacant positions to be filled either from within or without the establishment. Armstrong (2007) emphasizes that promotion procedures provide employees with the opportunities to advance their careers within the company, in accordance with the opportunities available and their own abilities. An organization that fails to put in place a promotion policy essentially denies employees opportunities for promotion.

Today's business environment is characterized by constant changes, meaning that organizations have to adapt quickly to stay in business. Economic, technological, social and political trends have redefined the way organizations operate, (Angle and Lawson, 2013). One of the areas affected by these changes is the organization capacity to offer promotion opportunities to its workforce. The accelerating technological changes have made processes more efficient resulting in reduction in staffing levels, (Arvey and Sackett, 2013). Market
liberalization has exposed monopolies to competition often reducing their market share. Political developments too have affected the way companies operate, in that, geopolitical boundaries now exist more on paper than on reality. Lease restrictions often imposed on organizations that want to expand across borders, have put indigenous and public corporations on their toes (Bett, 2006). These external changes have led to shortcomings of administrative hierarchy organized a long bureaucratic principles. The result is increased movement towards delayering of organizational hierarchies, with few or no intervening levels of management (Lea and William; 2012).

1.1.1 The Public Service Sector In Kenya

The Kenyan public service encompasses the central government, local authority, the teaching services and parastatals. Under the Central Government are the core Civil Service Commission, the Judiciary, the State law office, the Parliamentary Service Commissions, the disciplinary services and the Armed forces. The parastatals comprises of agencies and enterprises wholly owned by the state and state controlled enterprises where the government has majority shares. Employment in the Public Service currently stands at 657,400. Teachers are about 235,000 and make up the bulk of employment in the public service and account for 36 per cent of the total. The core civil service employs 115,026 officers while the state corporations have 86,878 employees (GoK, 2012).

Kenya has 142 State Corporations charged with the responsibility of rendering services to the public on behalf of the Government. Most of state owned corporations have for a long time been registering loses hence becoming a big liability on the state, being financed by the treasury for operational costs. In order to turn around these institutions and return them to
profitability, the Government launched comprehensive and integrated public sector reform programs. Various reform initiatives were recommended and implemented with a view to enabling the public sector cope with the turbulent business environment (Bett, 2006).

Among the measures implemented included downsizing, privatization, outsourcing and performance based management. These changes have consequently led to flatter, leaner, more focused organizations with potential capability and capacity to provide efficient management of public resources (G.O.K/Donor consultative meeting). On the contrary, these reforms have led to the reduction of promotion opportunities. The downsizing of the public service has seen the size of state corporations decrease from 159,000 in 1982 to 86,878 in 2006 (Bett, 2006).

**1.1.2 Immigration Department Of Kenya**

The control of entry and residence of foreigners into this country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906. This Ordinance restricted the influx of foreigners especially Indians, coming to the then Kenya colony and Protectorate upon completion of the Kenya- Uganda Railway (KUR) or the Iron Snake. These foreigners known as 'Coolies' from the sub-continent of India had decided to remain in Kenya to start businesses and became known as 'dukawalas'. This Ordinance and others in 1940, 1944, 1948 and 1956 imposed restrictions on persons who wished to travel to Kenya for permanent settlement, (MFA, 2012).

The Immigration Ordinance of 1st August 1948 formed the basis of the present day Immigration Department, which was curved from the Police Department in 1950. The
Immigration Ordinances were revised in 1962 and 1964, when the latter was renamed the Immigration Act. The Immigration Act of 1964 was revised and a new Immigration Act of 1967. Cap. 172 Laws of Kenya, the current operational Act of the Department, came into force on 1st Dec. 1967. After a lengthy period of national consultation; a new constitution was formulated in 2010. Citizenship issues were among the key issues that informed the constitutional change. Upon the promulgation of the new constitution in August 2010, two Acts relating to Immigration Services were passed in Parliament which are the: The Kenya Citizens and Foreign Nationals Management Service Act, 2011 Kenya Citizenship and Immigration Act, (GoK, 2011).

Immigration Services and processes are currently governed by the two Acts passed by Parliament in 2011. At independence, the Department was placed in the Ministry of Home Affairs and was later transferred to the Office of the President (OOP), then Ministry of Constitutional Affairs in the early eighties and later back to the Office of the President. In the year 2003, the department was moved to the Ministry of Home Affairs. In the year 2005, the Department reverted to OOP and was placed in the new Ministry of Immigration and Registration of Persons. It was later moved to the Office of the Vice-President under the same Ministry. Currently the reorganization of government under Jubilee Administration, the directorate of Immigration and registration of persons is placed under the department of Immigration in the Ministry of Interior and Coordination of National Government.

1.1.3 Service Delivery

Service delivery is tied with performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs
and the investor needs. This is only possible if there is clear mutual (management and employee) understanding of the purpose: “At the heart of this concern was whether they are intended primarily to benefit the organization or the individual” (Heskett, 2006).

Parasuraman, Zeithmal and Berry (2011) listed five determinants of service quality by order of importance. They include reliability, responsiveness (willingness to help customers and prompt service assurance), the ability to convey trust, empathy and individualized attention to customers. Other service quality measurement tools studies have found that well managed service companies have the following practices: strategic concept and top management support, high standards of service delivery, service monitoring systems, satisfying customer complaints and emphasis on employee satisfaction.

According to Service Quality (SERVEQUAL) model based on gap theory, there are two alternative ways of measuring service quality: internal and external measures (Parasuraman, Zeithmal and Berry, 1991). Internal measures of service quality are designed to provide objective measures of a firm’s performance where external is concerned with measuring attitudes and opinions of customers. Provision of quality should exceed customer’s expectation. Customers compare perceived service. If the perceived service is below expectation they lose interest with the provider while the opposite creates loyalty (Mutali, 2008).

Servqual model originally measured on 10 aspects of service quality; reliability, responsiveness, competence, accessibility, courtesy, communication, credibility, security, understanding the customer and tangibility. Later Zeithmal et al (2012) refined the model to the useful acronym Rater that is Reliability, Assurance, Tangibles, Empathy and
Responsiveness. The simplified Rater model is a simple and useful model for quantitatively exploring and assessing customer service experiences and is used by service delivery organizations such as PCK. It is an efficient model in helping an organization shape up their efforts in bridging the gap between perceived and expected service.

The Rater model provides the way of obtaining better understanding of customer needs and expectations. The model defines five dimensions that customers are believed to consider in their assessment of service quality, (Parasuraman, Zeithmal and Berry, 2011). These are; reliability, the ability to perform service dependably and accurately; assurance, employees knowledge and courtesy and the ability to inspire trust and confidence; tangibles, the appearance of physical facilities, equipment, personnel and communication material; empathy, caring individualized attention given to customers; responsiveness, willingness to help customers.

Consequently the customer of the product or service is an important consideration in the achievement of the organization’s objectives. Rust, Zahorik and Keiningham (1995) observed that the customer has all votes. There is a role for marketing, strategy formulation and the like, but ultimately it all boils down to perceived, appreciated and consistently delivered service and quality to customers. Increasingly it is recognized that even the service of government/public institutions, credibility and the quality of service delivery matters a great deal for the country economic performance (Ngugi, 2008), hence the need to investigate the influence of organizational internal environment on service delivery in the civil service in Kenya with special focus on of immigration department headquarters.
1.2 Statement of the Problem

According to Mamoria (2005) promotion becomes a delicate problem not in the matter of selection of the right incumbent for the right job, but in posing a constant challenge to the executives at all levels and impels them to chalk out a well thought out program by which the best and the most capable individuals may find an opportunity to go to the top. Damon and Jasper (2013) observe that promotion policies increase morale, productivity and employment satisfaction, and to decrease turnover by rewarding employees who possess the desire, commitment and qualifications to advance within the organization. In addition to delivering value to customers and increasing the wealth of shareholders or owners, state owned enterprises must provide satisfying working environment for employees. One of the issues that need to be addressed with regard to provision of such an environment is the organizational structure in terms of the number of positions and salary levels. Having many layers of management and salary levels may result in unnecessary delays in decision-making and action. On the other hand having too few layers and grades may stifle promotion opportunities. This can result in stagnation (Baker, 2007). Yet, one of the keys to retaining and motivating employees is to make promotion opportunities available.

Early Researchers and writers (Herzberg, 2009) suggested job enrichment and lateral movement, but these often seemed like a hollow offering from managers who had already made it. Related studies in the area of promotions include Kimathi (2000) who conducted a case study of KCCT on employee’s attitude towards promotion on merit. The study found out that promotion on merit is an important intervention tool for motivating employees in order to achieve high productivity; Mathenge (2001) who studied the characteristics
associated with upward mobility of women in the banking sector in Nairobi. The study established that internal promotions are among a range of incentives banks use to motivate female employees; Mbaabu (2004) who did a survey of parliamentary commission employees’ attitude towards promotion on merit. No study has been done on the influence of organizational internal environment on service delivery in the civil service in Kenya with special focus on of immigration department headquarters. This study seeks to fill this research gap by studying the influence of organizational internal environment on service delivery in the civil service in Kenya with special focus on of immigration department headquarters.

1.3 Research Questions

The study sought to answer the following research questions:

i. What are the effects of organizational politics on service delivery in the civil service in Kenya?

ii. What are the effects of organizational justice on service delivery in the civil service in Kenya?

iii. What are the effects of promotion decisions on service delivery in the civil service in Kenya?

iv. What are the effects of organizational structures on service delivery in the civil service in Kenya?

1.4 Objectives of the Study

The study was guided by the following research objectives.
i. To determine effects of organizational politics on service delivery in the civil service in Kenya

ii. To examine the effects of organizational justice on service delivery in the civil service in Kenya

iii. To examine the effects of promotion decisions on service delivery in the civil service in Kenya?

iv. To find out the effects of organizational structures on service delivery in the civil service in Kenya

1.5 Assumptions of the Study

i. Organizational politics affect service delivery in the civil service in Kenya.

ii. Organizational justice affects service delivery in the civil service in Kenya.

iii. Promotion decisions affect service delivery in the civil service in Kenya.

iv. Organizational structures affect service delivery in the civil service in Kenya.

1.6 Significance and justification of the Study

The study will be of great importance to employees of civil service as they will be able to understand the challenges facing their organization in the civil service. The study will also be of great importance to corporations in Kenya as they will understand the major challenges facing their organizations and thus try and enlighten them on the ways of streamlining the organization internal environment. The study will be of great importance to policy makers in the government as they will be able to design policy that assist in the development of personnel promotion management. Finally this study will be of great importance to future scholars as it will form basis for future research.
1.7 Scope of the Study

This was concerned with establishing the influence of organizational internal environment on service delivery in the civil service in Kenya with special focus on the Immigration Department Headquarters. The study targeted 150 employees of the Immigration Department at their Headquarters Office in Nairobi County. Both the management and the junior staff were involved. The study was conducted using descriptive survey design.

1.8 Limitations of the Study

Some of the questionnaires to be given may not be returned. To overcome this limitation, the researcher filled the questionnaire as she interviews the respondents. In addition, the organization rigid policies and regulations may pose as a limitation as the respondents may not be free enough to give information. The study overcomes this limitation by requesting for an introductory letter from the University which helped to introduce the student to the management of the organization.
2.1 Introduction

Employees can advance in the organization or remain in their positions for many different reasons (Beehr and Taber, 2013). Clearly one cannot cover the full range of such reasons and their unique consequences, however, the strength of Weiner's (2006) theory of causal attribution is the common structure of causes and the way dimensions reflecting this structure determine different psychological factors. Thus, in discussing the way different perceived causes for promotion and non-promotion affect employees' reactions to such outcomes, analyzing the way dimensions of causality affect such reactions should be sufficient to understand much of the expected variance in such reactions as a function of different causes.

There are, of course, many causes of promotion outcomes in addition to aptitude, effort, involvement of others, and luck in the interpretation. Nevertheless, these causes are very common in the organizational process (March and March, 2009) and are documented as important factors in workplace behavior (Struthers et al., 2008). The first two causes are internal to the individual, yet, whereas aptitude is stable and uncontrollable, effort is unstable and controllable. Involvement of others and luck are likely to be perceived as located externally to the individual and unstable. Involvement of others, however, is uncontrollable by the self and controllable by the other while luck is uncontrollable. These four causes represent a range of causal properties, and their expected psychological consequences are expected to vary as well. It is important to note that we refer to each cause from an
employee's subjective point of view and we do not assume that the cause has any other objective status.

Aptitude is a cause that is likely to be perceived as internal to the individual, uncontrollable and stable. Given that aptitude is an internal cause, if an employee attributes her promotion to this cause, this outcome is likely to have a positive impact on her self-esteem (Baruch and Peiperl, 2000). This is in line with the Pierce et al. (2009) concept of organization-based self-esteem that reflects an assessment of personal worthiness as an organizational member (Gardner et al., 2004). This frame of mind may, in turn, lead the employee to believe that she is wanted by the organization, thereby further enhancing her self-esteem. Likewise, the worker will most likely feel proud of herself. Promotion due to high aptitude is also expected to lead to hopefulness. Finally, outcomes that lead to pride also seem deserved, that justice has been done. Pride in this context may be seen as an indicator that distributive justice was achieved.

If an employee faces a decision that she will not be promoted and she attributes this decision to her lack of aptitude, such a decision is likely to have a negative impact on her self-esteem. The non-promoted employee may feel insecure and assume that the organization considers her to be a peripheral employee. Likewise, she is expected to experience shame and helplessness. These expectations are due to the fact that aptitude is a stable property of the individual; hence it is expected to last across time and contexts. Accordingly, the promoted worker is more likely to believe that her future is relatively secure within the same organization and that she is probably seen as a core employee (Osterman, 2000).
2.2 Organizational Politics

Organizational political behaviour has been noted as important and prevalent factor influencing many employees’ work attitudes and behavioral outcomes (Ferris et al., 2002). Organizational politics refers to the complex mixture of power, influence, and interest-seeking behaviour that may dominate individuals’ activities in the workplace (Vigoda, 2002). It denotes unfair, irrational, unhealthy, and unexpected behaviour that may result in detrimental effects, such as reducing employees’ work morale and job performance (Ferris et al., 2002). Since organizational politics often weaken the link between performance and valued outcomes, employees are likely to perceive high levels of injustice and unfairness (Witt, 2005) which impairs the development of social exchange relationship (Change et al., 2009). Although the harmful effect of organizational politics are obvious, some scholars adopt a neutral perspective towards organizational politics.

Hirschman et al., (2009) stated that political behaviour is a legitimate fight response to some conflicts to an organization decline. As a natural social process, organizational politics can play a constructive role by encouraging employees’ power and achievement motivations. Kumar and Ghadially (2007) indicated that a political climate within the organization may stimulate individuals to seek success, status, power, achievement, or career advancement. Furthermore, a political environment promotes manager to develop better political capabilities that help them effectively handle complex issues within and between organizations (Randall, 2004).

According to Ferris et al. (2002) low level employees perceive more politics within the organization and hold a low level view of such activity, alternatively, high level managers
tend to regard political behaviour as a natural part of their job. Due to this subjective difference, employees react to organizational politics differently. Therefore, it is preferred to adopt an employee centric interpretation and evaluation of organizational politics, rather than measure actual organizational tactics, because subjective perception can more accurately predict employee job attitudes and behavioral outcomes (Ferri et al., 2002). Since politics is an epidemic phenomena in organizations (Vigoda, 2000), the impact of organizational politics on organizational internal environment has become of interest (Cropanzano et al., 2003). Organizational politics is behavior strategically designed to promote or protects one’s own self-interest. This behaviour may contradict the collective organizational goals or interest of other individuals (Chen et al., 2009).

An organization environment with high levels of political tactics has been considered incomplete which may result in psychological strain, decline of morale, and put the relationship between employer and employee off the balance (Harris, 2003), and that employees will experience psychological dilemmas over performance of organizational internal environment when they perceive their organization as political (Organ et al., 2006). According to Podsakoff (2006), the work environment is one of the most significant predictors of promotion criteria. When employees receive kindness and favorable treatment from their organization or supervisor, they are more likely to behave altruistically and choose citizenship behavior as a means of reciprocation (Smith et al., 2004). Organizational political behavior has been noted as an important and prevalent factor influencing many employees’ work attitude and behavioral outcomes (Ferris et al., 2002). Organizational politics refers to the complex mixture of power, influence, and interest seeking behaviors that may dominate individuals’ activities in the workplace (Vigoda, 2002). It also denotes unfair, irrational,
unhealthy, and unexpected behaviour that may result in detrimental effects, such as reducing employees’ work morale and job performance (Randall et al., 2004).

2.3 Organizational Justice

Organizational justice emerged as an attempt to describe the role of fairness in the workplace (Greenberg, 2010). Researchers have examined organizational justice as two major dimensions, distributive justice and procedural justice. Distributive justice refers to the perceived fairness or equity of the manner in which rewards are distributed in organizations, while procedural justice refers to the perceived fairness or equity of the procedures used in making decisions regarding the distribution of rewards (Folger and Greenberg, 2005).

Though some researchers (Gilliland, 2013) emphasize the importance of distributive justice in their work, most researchers have recently concentrated on procedural justice. Procedural justice was developed by Thibaut and Walker in the early 1970s as the result of a series of reactions to dispute-resolution processes. As additional research was conducted in this area (Lind and Tyler, 2008), it became clear that the findings were reflective of a more general tendency across a variety of settings.

Procedures granting some control over the process and outcome attainment tend to be perceived by participants as fairer than procedures that deny process control (Greenberg, 2010). Process control (or “voice”) refers to the opportunity participants have in communicating their views and opinions in a decision-making process. The greater the process control allowed to participants, the more likely they regard the decision-making procedures as fair (Leung and Li, 2010). In addition, when decision-makers communicate a
justification for the decision reached and the decision-maker is considered sincere, participants view the process as fair (Gopinath and Becker, 2010).

In the case of promotions, procedures used to make decisions might include interviews, performance reviews, psychological testing, or assessment centers. Hewlett-Packard allows employees to choose their own supervisors, a practice which strengthens their interest in seeing their manager succeed. This can be especially important when the employee chosen for the promotion obtains legitimate power over former co-workers through the new position. The former co-workers are more cooperative when they participate in the promotion decision (Deutschman, 2004).

2.4 Promotion Decisions

According to Arvey and Sackett (2013, p. 186), “applicants who were successful in obtaining a job through a system they believe is unfair may be troubled by feelings of inequity; a link to higher rates of eventual turnover might be hypothesized”. For example, a Caucasian male promoted instead of a more qualified African-American employee might have feelings of inequity that could lead him to eventually leave his company for a fairer organization. In addition, employees who have been turned down for a promotion may express their dissatisfaction by focusing on how unfair the decision was because the person promoted had less experience or tenure (Sashkin and Williams, 2010).

Examining promotion decisions in person-based reward systems (systems based on a particularly powerful form of personal power rather than performance), Pearce et al. (2004) found that employees in person-based organizations report their personnel systems as being less fair than employees working in organizations that base their promotion decisions on
performance. However, when employees have a voice in the decision-making process, they are generally more satisfied with the outcome, even when it is not the one they favored (Folger and Greenberg, 2005). In other words, when high procedural justice in promotion decisions exists, employees are more likely to experience satisfaction with organizational outcomes.

Although Saal and Moore (2013) examined the perceptions of promotion fairness and promotion candidates’ qualifications, they did not investigate the possibility of a linkage between the perceived procedural justice in promotion decisions and organizational outcomes. It is proposed that as employees perceive unfair promotion procedures, they may experience declines in organizational commitment. The following hypothesis was developed to test this relationship.

2.5 Organizational Structure

All organizations have some form of more or less formalized structure which has been defined by Borjas (2012) as comprising all the tangible and regularly occurring features which help to shape their members behaviour. The organizational structures incorporate a network of roles and relationships and usually help in the process of ensuring that collective effort is explicitly organized to achieve specified ends. Rose (2008), argue that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy. They further explained that there is a HR cycle which consists of four generic processes or functions that are performed in all organizations (Lewis & Cooper, 2005). These include slimmer and flatter organization structures in which cross-functional operations and team-working have become more important, more flexible working patterns,
total quality and lean production initiatives, and the decentralization and devolvement of decision-making.

According to Hellgren and Sverke, (2013), there are no absolute standards against which an organization structure can be judged. There is never one right way of organizing anything and there are no absolute principles that govern organizational choice. The fashion for delayering organizations has much to commend it, but it can go too far, leaving units and individuals adrift without any clear guidance on where they fit into the structure and how they should work with one another, and making the management task of coordinating activities more difficult (Jones and Arnold, 2013). Traditional organization structures consist of a range of functions operating semi-independently and each with its own, usually extended, management hierarchy (Hellgren and Sverke, 2013). The organization structure should be flexible enough to respond quickly to change, challenge and uncertainty. This flexibility should be enhanced by the creation of core groups and by using part-time, temporary and contract workers to handle extra demands.

2.6 Summary of Literature Review and Research Gaps

Promotions have a salutary effect on the satisfaction of the promoted person's needs for esteem, belonging and security. Employee promotion has been studied by various scholars with some of them researching in the local context. Kimathi (2000) conducted a case study of KCCT on employees’ attitude towards promotion on merit. The study found out that promotion on merit is an important intervention tool for motivating employees in order to achieve high productivity. Mathenge (2001) who studied the characteristics associated with upward mobility of women in the banking sector in Nairobi. The study established that
internal promotions are among a range of incentives banks use to motivate female employees. Mbaabu (2004) added to the body of research by doing a survey of parliamentary commission employees’ attitude towards promotion on merit. There is scanty of research to establish the influence of organizational internal environment on service delivery in the civil service in Kenya with focus on the Immigration Department.

2.7 Theoretical Framework

2.7.1 Equity Theory

The major structural components of equity theory are inputs and outcomes. Inputs are described as what a person perceives as his or her contributions to the exchange, for which he or she expects a just return (Adams, 1965). Outcomes are described as the rewards an individual receives from the exchange, and can include such factors as pay and intrinsic satisfaction (Cohen & Greenberg, 1982). Adams (1965) argued that social behavior is affected by beliefs that the allocation of rewards within a group should be equitable, that is, outcomes should be proportional to the contributions of group members. In other words, equity theory argues that people are satisfied when the ratios of their own inputs to outcomes (i.e., rewards) equal the ratios of inputs to outcomes in comparison to others. Perceived inequity through this comparison feels unpleasant, and motivates people to reduce those unpleasant feelings (Folger & Cropanzano, 1998).

The presence of inequity will motivate people to achieve equity or to reduce inequity, and the strength of the motivation to do so will vary directly with the magnitude of the inequity experienced. In other words, Adams (1965) suggested that when allocation outcomes do not meet this criterion, people would perceive inequity distress and attempt to behaviorally or
cognitively restore equity. Adams (1965) proposed six different modes of reducing inequity based on the theory of cognitive dissonance: (1) altering inputs; (2) altering outcomes; (3) cognitively distorting inputs or outcomes; (4) leaving the field; (5) acting on the object of comparison by altering or cognitively distorting the other's inputs or outcomes; or (6) changing the object of comparison. Walster, Walster, and Berscheid (1978) have also attempted to predict when individuals will perceive themselves to be unfairly treated and how they will react to that perception. The key to this theory consists of four interlocking propositions: individuals will try to maximize their outcomes; groups evolve definitions of equity and sanction group members on the basis of those definitions; inequity leads to psychological distress proportional to the size of the inequity; and (4) such distress will lead to attempts to eliminate it by restoring equity. Individuals can arrive at the belief that distributive fairness exists by distorting perceptions, rather than by actually changing the situation (Leventhal, 1976a). Equity theory of motivation suggests that people are influenced in their behaviour by the relative rewards they either get or are going to receive. The theory is based on the assumption that people are most likely to be motivated by the way they are equitably treated at work. People tend to compare for example the pay they get with what others are paid for the same effort and situation, so that if they are treated unfairly, they will consider themselves as victims of inequity (Robbins, 1993).

2.7.2 McClelland Theory

David C. McClelland, a Harvard psychologist, observed that one of the reasons for India's slow economic development was the widespread lack of people with the so-called need for achievement (n-ach) or the entrepreneurial spirit. Gathering evidence from the advanced Western societies and the less developed East, he established a relationship between the need
for achievement and the level of economic development of societies. His argument is simple: if a nation develops a large number of people – especially managers, leaders and entrepreneurs – who are driven by motives to achieve, to build and develop things, then that resource (achievement-oriented people) will generate economic development (McClelland, 1961). Other researchers who tested this theory also found that high need for achievement correlates with economic development and that high need for achievement comes “before” spurts in economic activity in a society, as was the case in Western societies (Brockhaus, 1980; Perry et al., 1986; Timmons, 1990).

Ever since McClelland's hypothesis, the world has changed a lot and India with it. The country is on a growth trajectory with global opportunities knocking at its doors. It is today regarded as the abode of enriched talents – engineering, technological and management. In tune with the times, new-generation enterprises and trans-national organizations are emerging or are entering the country. Fully cognisant of all these, foreign capital and investments have begun to flow into the country. The picture is precise and prosperous: the country is a global giant in the making (Centre for Monitoring Indian Economy, 2004).

2.7.3 John Bowlby and Attachment Theory

Attachment theory is now a well-established body of work in developmental psychology, based on the study of the patterns of connection and communication between parents and infants and how they shape the infant's cognitive, emotional and social development (Ainsworth and Bowlby, 1991; Bowlby, 1973, 1969, 1982).

Infants' developing brains instinctively drive them to seek physical closeness and connection with the people closest to them, usually beginning with the mother. The adaptive patterns that
are established early on, based on the responses and infant experiences, shape the unique ways in which his/her parasympathetic nervous system moderates the once dominant sympathetic nervous system's drive to reach out and connect (Badenoch, 2008). Bowlby (1988) argues that certain “basic” types of behaviour, such as sexual behaviour, exploratory behaviour, eating behaviour, and, of particular interest to this article, attachment behaviour and its reciprocal, parenting behaviour are to some extent pre-programmed and biologically rooted, but also to a large extent “learned”. In outlining this position he observes that keeping these types of behaviour conceptually distinct from each other is in contrast with traditional libido theory that treats most types of behaviour as the “varying expressions of a single drive” (Bowlby, 1988).

He goes on to say “the modern view of behavioural development contrasts sharply with both of the older paradigms, one of which invoking instinct, over-emphasises the pre-programmed component and the other of which, reacting against instinct, over-emphasized the learning component” (Bowlby, 1988). He thus, helpfully in my view, collapses the nature versus nurture argument which continues to polarise much discussion about the extent to which coaching and other “helping” professions can really make a difference, and observes of parenting behaviour, that while it has strong biological roots, “all the detail is learned, some of it during interaction with babies and children, much of it through observation of how other parents behave”.

Bowlby is arguing that human beings have a primary need for attachment, in both the physical and the psychological sense. He says: A feature of attachment behaviour of the greatest importance clinically, and present irrespective of the age of the individual concerned,
is the intensity of the emotion that accompanies it, the kind of emotion aroused depending on how the relationship between the individual attached and the attachment figure is faring. If it goes well, there is joy and a sense of security. If it is threatened there is jealousy, anxiety and anger. If broken there is grief and depression (Bowlby, 1988).

He is asserting that attachment, or relational needs, will always configure in one way or another how we live our lives and that our relational patterns and “attachment style” is formed in our earliest relationships. I am suggesting that this primary need is bound to configure a coaching relationship, for when a coaching client meets his or her coach, he/she brings into the encounter, both consciously and unconsciously their experience of primary relationships, their expectations of someone who is supposed to be “there for them”.

Bowlby's ideas, although radical and controversial at the time he proposed them, have become fairly mainstream in psychotherapy and are now more or less unchallenged, and at the heart of many developments in the understanding of personality development. However, they still seem fairly controversial in the field of coaching, as evidenced by the number of times during the course of our coaching programmes we are asked to define the boundary between coaching and psychotherapy. This question is predicated on the assumption that there either is or should be a clear boundary between the two, and a simple means of knowing when to “refer” a client to a psychotherapist.

It seems to me to follow from Bowlby's assertions that to make such a distinction is impossible. Clearly coaching and psychotherapy have different purposes and take place in different contexts, but in both cases the relational dynamics will configure outcome and this is unavoidable. This is evidenced by psychotherapy research and recent coaching research into effective outcomes. Of all the variables within the coaching encounter that have an effect
on successful outcome, by far the largest impact comes from the coaching relationship itself, rather than from any particular method or technique: see for example (Asay and Lambert, 1999) and (Wampold, 2001).

2.7.4 Theoretical Framework

![Theoretical Framework Diagram]

2.8 Conceptual Framework

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives, Mugenda & Mugenda, (2003). A variable is a measure characteristic that assumes different values among subject, Mugenda & Mugenda, (2003). Independent variables are variables that a researcher manipulates in order to determine its effect of influence on another variable, (Kombo & Tromp 2006), states that independent variable also called explanatory variables is the presumed change in the cause of changes in the dependent variable; the dependent variable attempts to indicate the total influence arising from the influence of the independent variable Mugenda & Mugenda, (2003).
A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/synthetical aspects of a process or system being conceived. It is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. An independent variable is that variable which is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given (Dodge, 2003). A dependent variable is a variable dependent on another variable: the independent variable. A dependent variable is what one measure in the experiment and what is affected during the experiment. The dependent variable responds to the independent variable. It is called dependent because it "depends" on
the independent variable. The independent variables in this study are organizational politics, Organizational justice, promotion decisions, and organizational structure, while the dependent variable is service delivery. The study seeks to establish the influence of organizational internal environment on service delivery in the civil service in Kenya.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

Creswell (2003) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. Dooley (2007) notes that a research design is the structure of the research, that holds all the elements in a research project together. The research adopted a descriptive cross-sectional research design, which is used when the problem has been defined specifically and where the research has certain issue to be described by the respondents about the problem to (Kothari 2004). Survey designs have also been found to be accurate in descriptive studies and generalizations of results (Ngechu, 2004). Cross-sectional survey designs survey a single group of respondents at a single point in time. This research design was therefore appropriate for the study because it was used to establish the influence of organizational internal environment on service delivery in the civil service in Kenya with focus on the Immigration Department.

3.2 Site of the Study

The study was conducted in the Immigration Department of Kenya Headquarters station, which is located in Nyayo House within Nairobi Central Business District, Nyayo House were selected as it the head office of Immigration department where promotion decision are made.

3.3 Study Population

Population studies are more representative because everyone has equal chance to be included in the final sample that is drawn according to Mugenda and Mugenda (1999). The target population of the study was the management of immigration department headquarters, Nairobi County. The target was as follows:
Table 3.1: Study Population

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level Management</td>
<td>9</td>
<td>6.0</td>
</tr>
<tr>
<td>Middle level</td>
<td>43</td>
<td>28.7</td>
</tr>
<tr>
<td>Low Level</td>
<td>98</td>
<td>65.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, (2014)

3.4 Sampling Procedures and Sample Size

The sampling frame describes the list of all population units from which the sample was selected (Cooper and Schindler, 2003). The study employed every element in the target population so as to have a chance to be a respondent. This technique will ensure that bias is not introduced regarding who were not included in the census (Kothari, 2005). From the above population, a sample of 30% was selected from within each group in proportions that each group bears to the study population. This sample is appropriate because the population is not homogeneous and the units are not uniformly distributed. The study sampled employees of immigration department in Kenya headquarters. Proportionate stratified random sampling technique was used to select 150 staffs working with immigration department at the Head Office, this represented 12% of the entire population of employees, Gay recommends a 10% of the accessible population for descriptive studies (Mugenda & Mugenda, 2003) but says the larger the sample the more reliable the data is. The sample was as follows:
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Proportion</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>9</td>
<td>30%</td>
<td>3</td>
</tr>
<tr>
<td>Middle level</td>
<td>43</td>
<td>30%</td>
<td>17</td>
</tr>
<tr>
<td>Low Level</td>
<td>98</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>30%</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Researcher, (2014)

3.5 Instruments for Data Collection

Questionnaires was used to collect data for this study. The questionnaires was constructed by the researcher and assessed for appropriateness and suitability by experts and researchers in the Department of Public Policy and Administration of Kenyatta University. The questionnaire was divided into two subsections. The first section covered the demographic information about the respondent and the other section covered each research objective. According to Berge and Latin (1994), a questionnaire is the most suitable tool for collecting data in a survey research.

3.6 Pre testing

A Pretest of the research instrument was done through a pilot study to determine the reliability of the research instrument. 30 respondents were randomly selected from the immigration department, was chosen to its close proximity to the Chosen Universities. The Split-half method was used to establish the reliability index of the questionnaire.

3.7 Reliability

The study selected a pilot group of 10 individuals from the population at Immigration Department of Kenya Headquarters station to test the reliability of the research instrument.
The clarity of the instrument items to the respondents was established so as to enhance the instrument’s validity and reliability. The pilot study helped to pretest and validate the questionnaire. Cronbach’s alpha methodology, which is based on internal consistency, was used. Cronbach’s alpha measures the average of measurable items and its correlation. This is in line with a qualitative research design methodology employed in this research project.

3.8 Data Collection Procedures

The process of data collection will include acquiring a research permit from National Council of Science and Technology. A letter was written to the management of Immigration Department. A request was made to potential respondents to participate in the study. Each respondent will be expected to put a mark against the choice of response that was best reflecting his/her opinion on each questionnaire item. Drop and pick method was used when administering the questionnaire to the sample respondent, the process of data collection was limited to two weeks, in order to give the respondent ample time to fill in the questionnaires.

3.9 Data Analysis and Presentation

Data will be coded and analyzed using the Statistical Package for Social Sciences (SPSS) software. Descriptive statistics that include frequencies and percentages was used to organize and summarize the data. Tables and bar charts were drawn to present the analyzed data. This is because tables, bar charts, frequencies, and percentages are important statistical methods of organizing and summarizing raw data into a meaningful way for the ease of interpretation (Macmillan and Schumacher, 2001). The study conducted a multiple regression analysis to determine the relationship between organizational internal environment and the variables of the study.
The regression model is $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \bar{E}$

Whereby

$Y =$ Organizational Internal environment  
$X_1 =$ Organizational Politics  
$X_2 =$ Organizational Justice  
$X_3 =$ Promotion Decisions  
$X_4 =$ Organizational Structure  
$\bar{E} =$ Error term and $\beta_0, \beta_1, \beta_2, \beta_3 \text{ and } \beta_4$ are the regression equation coefficient for each of the variables discussed.

3.10 Data Management and Ethical Considerations

Written consent of the respondents was sought before carrying out the study. Consent was obtained from the management of the University before carrying out the study in their institutions. The information collected was treated with confidentiality. The institutions and individual respondents will not be coded in reporting of the details and findings to ensure confidentiality. There is no inducement of any kind that was given to respondents and the management. Participation in the study was voluntary.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study. The study targeted a sample size of 50 respondents from which 45 filled in and returned the questionnaires making a response rate of 90%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

4.2 Reliability Analysis

Table 3.3: Reliability Analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Politics</td>
<td>0.823</td>
<td>5</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>0.715</td>
<td>4</td>
</tr>
<tr>
<td>Promotion Decisions</td>
<td>0.825</td>
<td>5</td>
</tr>
<tr>
<td>Organization Structures</td>
<td>0.725</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: pilot testing data, 2015

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents. Reliability analysis was subsequently done using Cronbach’s Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2003) established the Alpha
value threshold at 0.7, thus forming the study’s benchmark. Cronbach Alpha was established for every objective which formed a scale. The table shows that Promotion Decisions had the highest reliability ($\alpha = 0.825$), followed by Organization Politics ($\alpha = 0.823$), Organization Structures ($\alpha = 0.725$), and Organizational Justice ($\alpha = 0.715$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

4.3 Respondents Information

![Figure 4.3: Respondent age distribution](image)

Source: (survey data 2015)

The study requested the respondents to indicate their age category from the research findings, the study established that most of the respondents as shown by 38.3% were aged between 41 to 45 years, 24.3% of the respondents were aged between 36 to 40 years, and 21% of the respondents were aged between 46 to 50 years 11% of the respondents were aged between 31 to 35 years whereas 5.4% of the respondents were aged between 26 to 30 years. This implies that respondents were well distributed in terms of their age.

The respondents were requested to state their gender. The results are as shown in the figure below
Source: (survey data 2015)

**Figure 4.4: Respondent gender distribution**

The study requested the respondents to indicate their gender category. From research findings, the study established that majority of the respondents as shown by 55.3% were females whereas 44.7% of the respondents were males. This is an indication that both genders were fairly involved in this research and thus the findings of this study did not suffer from gender biases.

Source: (survey data 2015)

**Figure 4.5: Highest level of education attained**

The study requested the respondents to indicate their highest level of education achieved. From research findings, the study revealed that majority of the respondents as shown by 56.3% held bachelor’s degrees, 30.4% of the respondents held diploma certificates whereas 13.3% of the respondents held postgraduate degree certificates. This implies that respondents were well educated and therefore they were in a position to respond to research questions with ease.
Period of service at the immigrations department

Figure 4.6: Period of service at the immigrations department

The study requested the respondent to indicate the number of years they had served in the immigrations department, from the research findings, the study revealed majority of the respondents as shown by 61.3% had served in the organization for a period of exceeding 5 years, 23.1% of the respondents had served in the organization for a period 3 to 5 years, 11.6% of the respondents indicated to have served in the organization for a period of 1 to 3 years, whereas 4% of the respondents indicated to have served in the organization for a not more than a 1year. This implies that majority of the respondents had served in the organization for a considerable period of time which implies that they were in a position to give credible information relating to this study.
4.4 Organization Politics
Organizational politics refers to the complex mixture of power, influence, and interest-seeking behaviour that may dominate individuals’ activities in the workplace. Organizational political behaviour has been noted as important and prevalent factor influencing many employees’ work attitudes and behavioral outcomes. In this section the study seeks to investigate whether organization politics affect service delivery in the civil service in Kenya.

Table 4.4: Effects of organization politics on service delivery

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>93.3</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>6.7</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The study sought to establish whether organization politics affect service delivery in the civil service in Kenya, from the research findings, majority of the respondents as shown by 93.3% agreed that organization politics affect service delivery in the civil service in Kenya whereas 6.7% of the respondents were of the contrary opinion. This implies that organization politics affect service delivery in the civil service in Kenya.

Table 4.5: Extent to which organization politics affect service delivery

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>15</td>
<td>33.3</td>
</tr>
<tr>
<td>Great extent</td>
<td>25</td>
<td>55.6</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>3</td>
<td>6.7</td>
</tr>
<tr>
<td>Little extent</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>
The study sought to establish the extent to organization politics affects service delivery in the civil service in Kenya, from the study findings majority of the respondents as shown by 55.6% were of the opinion that organization politics affect service delivery in the civil service in Kenya to a great extent, 33.3% of the respondents indicated to a very great extent, 6.7% of the respondents indicated to a moderate extent whereas 4.4% indicated to a little extent this implies that organization politics affects service delivery in the civil service in Kenya to a great extent.

**Table 4.6: Statements relating to effects of organization politics on service delivery**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
<th>Std Deviations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational politics often weaken the link between performance and valued outcomes thus employees are likely to perceive high levels of injustice and unfairness which impairs the development of social exchange relationship</td>
<td>14</td>
<td>30</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1.71</td>
<td>0.29</td>
</tr>
<tr>
<td>Organizational politics can play a constructive role by encouraging employees’ power and achievement motivations</td>
<td>16</td>
<td>28</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1.69</td>
<td>0.28</td>
</tr>
<tr>
<td>Political climate within the organization may stimulate individuals to seek success, status, power, achievement, or career advancement</td>
<td>17</td>
<td>24</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1.80</td>
<td>0.24</td>
</tr>
<tr>
<td>Organizational politics is behaviour can strategically help to promote or protects one’s own self-interest unfair, irrational, unhealthy, and unexpected behaviour that may result in detrimental effects, such as reducing employees’ work morale and job performance</td>
<td>13</td>
<td>26</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>1.89</td>
<td>0.24</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>29</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1.89</td>
<td>0.27</td>
</tr>
</tbody>
</table>

*Source: (survey data 2015)*
The study sought to determine the extent to which respondents agreed with the above statements relating to effects of organization politics on service delivery in the civil service in Kenya, from the research findings majority of the respondents agreed that; Organizational politics can play a constructive role by encouraging employees’ power and achievement motivations as shown by a mean of 1.69. Organizational politics often weaken the link between performance and valued outcomes thus employees are likely to perceive high levels of injustice and unfairness which impairs the development of social exchange relationship as shown by a mean of 171, Political climate within the organization may stimulate individuals to seek success, status, power, achievement, or career advancement as shown by a mean of 1.80, unfair, irrational, unhealthy, and unexpected behaviour that may result in detrimental effects, such as reducing employees’ work morale and job performance Organizational politics is behaviour can strategically help to promote or protects one’s own self-interest as shown by a mean 1.89 in each case.

4.5 Organizational Justice
Organizational justice emerged as an attempt to describe the role of fairness in the workplace. The greater the process control allowed to employees, the more likely they regard the decision-making procedures as fair. In this section the study seeks to establish whether organization justice affect service delivery in the civil service.

Table 4.7: Effects of organization justice on service delivery

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>39</td>
<td>86.7</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)
The study sought to establish whether organization justice affect service delivery in the civil service in Kenya. From the research findings, majority of the respondents as shown by 86.7% agreed that organization justice affect service delivery in the civil service in Kenya whereas 13.3% of the respondents were of the contrary opinion. This implies that organization justice affect service delivery in the civil service in Kenya.

Table 4.8: Extent to which organization justice affect service delivery

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>13</td>
<td>28.9</td>
</tr>
<tr>
<td>Great extent</td>
<td>24</td>
<td>53.3</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>5</td>
<td>11.1</td>
</tr>
<tr>
<td>Little extent</td>
<td>3</td>
<td>6.7</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The study sought to establish the extent to which organization justice affects service delivery in the civil service in Kenya, from the study findings majority of the respondents as shown by 53.3% indicated that organization justice affect service delivery in the civil service in Kenya to a great extent, 28.9% of the respondents indicated to a very great extent, 11.1% of the respondents indicated to a moderate extent whereas 6.7% indicated to a little extent this implies that organization justice affects service delivery in the civil service in Kenya to a great extent.

Table 4.9: Statement relating effects of organization justice on service delivery

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
<th>Std Deviations</th>
</tr>
</thead>
</table>
Procedures granting some control over the process and outcome attainment tend to be perceived by participants as fairer than procedures that deny process control.

<table>
<thead>
<tr>
<th>Source: (survey data 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The study sought to determine the extent to which respondents agreed with the above statements relating to effects of promotion decisions on service delivery in the civil service in Kenya, from the research findings majority of the respondents agreed that The greater the process control allowed to participants, the more likely they regard the decision-making procedures as fair, when decision-makers communicate a justification for the decision reached and the decision-maker is considered sincere, participants view the process as fair interest as shown by a mean 1.80 in each case. Psychological testing or assessment where employees are allowed to choose their own supervisors helps to strength their interest in seeing their manager succeed as shown by a mean 1.87, Procedures granting some control over the process and outcome attainment tend to be perceived by participants as fairer than procedures that deny process control as shown by a mean 1.89</td>
</tr>
<tr>
<td>Procedures granting some control over the process and outcome attainment tend to be perceived by participants as fairer than procedures that deny process control.</td>
</tr>
<tr>
<td>The greater the process control allowed to participants, the more likely they regard the decision-making procedures as fair</td>
</tr>
<tr>
<td>when decision-makers communicate a justification for the decision reached and the decision-maker is considered sincere, participants view the process as fair</td>
</tr>
<tr>
<td>Psychological testing or assessment where employees are allowed to choose their own supervisors helps to strength their interest in seeing their manager succeed.</td>
</tr>
</tbody>
</table>
4.6 Promotion Decisions

Individual contributors must be eligible for promotions that recognize and reward their role as contributors. A promotion is a powerful communication tool about what is valued within an organization. Thus, a promotion must be available to employees who play any role in the contribution of work and value. In this section the study will assess the effects of promotion decisions on service delivery in the civil service in Kenya.

Table 4.10: effects of Promotion decisions on service delivery in the civil service in Kenya

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>95.6</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The study sought to establish whether Promotion decisions affect service delivery in the civil service in Kenya, from the research findings, majority of the respondents as shown by 95.6% agreed that Promotion decisions affect service delivery in the civil service in Kenya whereas 4.4% of the respondents were of the contrary opinion. This implies that Promotion decisions affect service delivery in the civil service in Kenya.
Table 4.11: Extent to which promotion decisions affects service delivery

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>11</td>
<td>24.4</td>
</tr>
<tr>
<td>Great extent</td>
<td>28</td>
<td>62.2</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>4</td>
<td>8.9</td>
</tr>
<tr>
<td>Little extent</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The research sought to reveal the extent to which Promotion decisions affects service delivery in the civil service in Kenya, from the study findings majority of the respondents as shown by 62.2% agreed that Promotion decisions affect service delivery in the civil service in Kenya to a great extent, 24.4% of the respondents indicated to a very great extent, 8.9% of the respondents indicated to a moderate whereas 4.4% indicated to a little extent this shows that Promotion decisions affects service delivery in the civil service in Kenya to a great extent.

Table 4.12: Statement relating to effects promotion decisions on service delivery

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
<th>Std deviations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants who were successful in obtaining a job through a system they believe is unfair may be troubled by feelings of inequity</td>
<td>15</td>
<td>26</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>1.84</td>
<td>0.25</td>
</tr>
<tr>
<td>Employees in person-based organizations report their personnel systems as being less fair than employees working in organizations that base their promotion decisions on performance.</td>
<td>14</td>
<td>28</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1.82</td>
<td>0.27</td>
</tr>
<tr>
<td>Employees have a voice in the decision-making process, they are generally more satisfied with the</td>
<td>13</td>
<td>29</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1.84</td>
<td>0.27</td>
</tr>
</tbody>
</table>
outcome, even when it is not the one they favored

| When high procedural justice in promotion decisions exists, employees are more likely to experience satisfaction with organizational outcomes. | 18 | 24 | 1 | 1 | 1 | 1.73 | 0.25 |
| Employees perceive unfair promotion procedures, they may experience declines in organizational commitment | 15 | 26 | 2 | 1 | 1 | 1.82 | 0.25 |

**Source:** (survey data 2015)

The study sought to establish the level at which respondents agreed with the above statements relating to effects of promotion decisions on service delivery in the civil service in Kenya, from the research findings majority of the respondents agreed that; When high procedural justice in promotion decisions exists, employees are more likely to experience satisfaction with organizational outcomes as shown by a mean of 1.73, Employees in person-based organizations report their personnel systems as being less fair than employees working in organizations that base their promotion decisions on performance, Employees perceive unfair promotion procedures, they may experience declines in organizational commitment as shown by a mean of 1.82 in each case. Applicants who were successful in obtaining a job through a system they believe is unfair may be troubled by feelings of inequity, Employees have a voice in the decision-making process, they are generally more satisfied with the outcome, even when it is not the one they favored as shown by a mean of 1.84 in each case

### 4.7 Organization Structures

The organizational structures incorporate a network of roles and relationships and usually help in the process of ensuring that collective effort is explicitly organized to achieve specified end. HR systems and the organization structure should be managed in a way that is congruent with organizational strategy. The research investigated whether organizational structures affect service delivery in the civil service in Kenya
Table 4.13: Effects of organization structures on service delivery in the civil service in Kenya

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>80.0</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The study sought to establish whether organization structures affect service delivery in the civil service in Kenya, from the research findings, majority of the respondents as shown by 80% agreed that organization structures affect service delivery in the civil service in Kenya whereas 20% of the respondents were of the contrary opinion. This implies that organization structures affect service delivery in the civil service in Kenya.

Table 4.14: Extent to which organization structures affect service delivery

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>14</td>
<td>31.1</td>
</tr>
<tr>
<td>Great extent</td>
<td>28</td>
<td>62.2</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td>Little extent</td>
<td>1</td>
<td>2.2</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The research sought to determine the extent to which organization structures affects service delivery in the civil service in Kenya, from the study findings majority of the respondents as shown by 62.2% were of the opinion that organization structures affect service delivery in the civil service in Kenya to a great extent, 31.1% of the respondents indicated to a very great extent, 4.4% of the respondents indicated to a moderate whereas 2.2% indicated to a little extent this shows that organization structures affects service delivery in the civil service in Kenya to a great extent.
Table 4.15: Statements relating on effects of organization structures on service delivery in the civil service in Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
<th>Std deviations</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization structure should be flexible enough to respond quickly to change, challenge and uncertainty.</td>
<td>17</td>
<td>25</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1.73</td>
<td>0.25</td>
</tr>
<tr>
<td>Organization structure flexibility should be enhanced by the creation of core groups and by using part-time, temporary and contract workers to handle extra demands.</td>
<td>17</td>
<td>25</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>1.69</td>
<td>0.25</td>
</tr>
<tr>
<td>HR systems and the organization structure should be managed in a way that is congruent with organizational strategy</td>
<td>19</td>
<td>24</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1.64</td>
<td>0.26</td>
</tr>
<tr>
<td>Cross-functional operations and team-working have become more important, more flexible working patterns, total quality and lean production initiatives, and the decentralization and devolution of decision-making.</td>
<td>14</td>
<td>26</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>1.82</td>
<td>0.24</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

The study sought to determine the level at which respondents agreed with the above statements relating to effects of organization structures on service delivery in the civil service in Kenya, from the research findings majority of the respondents agreed that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy as shown by a mean of 1.64, organization structure flexibility should be enhanced by the creation of core groups and by using part-time, temporary and contract workers to handle extra demands as shown by a mean of 1.69, the organization structure should be flexible enough to respond quickly to change, challenge and uncertainty as shown by a mean of 1.73, and that cross-functional operations and team-working have become more
important, more flexible working patterns, total quality and lean production initiatives, and
the decentralization and devolvement of decision-making as shown by a mean of 1.82.

4.8 Regression analysis

Table 4.16: Model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.919</td>
<td>.844</td>
<td>0.772</td>
<td>.32561</td>
</tr>
</tbody>
</table>

Source: (survey data 2015)

Adjusted R squared is coefficient of determination which tells us the variation in the
dependent variable due to changes in the independent variable. From the findings in the
above table the value of adjusted R squared was 0.772 an indication that there was variation
of 77.2 percent on service delivery in the civil service in Kenya due to changes in
organization politics, organizational justice, promotion decisions and organizational structure
at 95 percent confidence interval. This shows that 77.2 percent changes in service delivery in
the civil service in Kenya could be accounted to organization politics, organizational justice,
promotion decisions and organizational structure. R is the correlation coefficient which
shows the relationship between the study variables, from the findings shown in the table
above is notable that there exists strong positive relationship between the study variables as
shown by 0.919.

Table 4.17: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1.388</td>
<td>4</td>
<td>.347</td>
<td>3.071</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>4.52</td>
<td>40</td>
<td>.113</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>5.908</td>
<td>44</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: (survey data 2015)
Critical value = 1.997

From the ANOVA statics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (3.071 > 1.997) an indication that Organization Politics, Organizational Justice, Promotion Decisions and Organizational structure all influenced service delivery in the civil service in Kenya. The significance value was less than 0.05 indicating that the model was significant.

**Table 4.18: Coefficients\(^a\)**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.431</td>
<td>.628</td>
<td>2.279</td>
<td>.001</td>
</tr>
<tr>
<td>Organization Politics</td>
<td>.231</td>
<td>.228</td>
<td>.213</td>
<td>1.013</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>.257</td>
<td>.101</td>
<td>.227</td>
<td>2.545</td>
</tr>
<tr>
<td>Promotion Decisions</td>
<td>.286</td>
<td>.114</td>
<td>.246</td>
<td>2.509</td>
</tr>
<tr>
<td>Organization Structures</td>
<td>.246</td>
<td>.099</td>
<td>.225</td>
<td>2.485</td>
</tr>
</tbody>
</table>

*Source: (survey data 2015)*

From the data in the above table the established regression equation was

\[ Y = 1.431 + 0.231X_1 + 0.257X_2 + 0.286X_3 + 0.246X_4 \]

From the above regression equation it was revealed that holding organization politics, organizational justice, promotion decisions and organizational structure, to a constant zero, the service delivery in the civil service in Kenya would be at 1.431, a unit increase in organization politics would lead to an increase in the service delivery in the civil service in Kenya by a factors of 0.231, a unit increase in organizational justice would lead to an increase in service delivery in the civil service in Kenya by factors of 0.257, a unit increase
in promotion decisions would lead to an increase in service delivery in the civil service in Kenya by a factor of 0.286, and a unit increase in organization structures would lead to an increase in service delivery in the civil service in Kenya by a factors of 0.246 and All the variables were significant as their significant value was less than (p<0.05).
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summery of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to, the conclusions and recommendations drawn were focused on addressing the objective of the study the researcher intended to establish to determine effects of organization politics on service delivery in the civil service in Kenya, to examine the effects of organization justice on service delivery in the civil service in Kenya, to examine the effects of promotion decisions on service delivery in the civil service in Kenya and to find out the effects organization structures on service delivery in the civil service in Kenya

5.2 Summary

Damon and Jasper (2013) observe that promotion policies increase morale, productivity and employment satisfaction, and to decrease turnover by rewarding employees who possess the desire, commitment and qualifications to advance within the organization. In addition to delivering value to customers and increasing the wealth of shareholders or owners, state owned enterprises must provide satisfying working environment for employees. One of the issues that need to be addressed with regard to provision of such an environment is the organizational structure in terms of the number of positions and salary levels.

The study established that organization politics affect service delivery in the civil service in Kenya to a great extent, organizational politics can play a constructive role by encouraging employees’ power and achievement motivations, organizational politics often weaken the link between performance and valued outcomes thus employees are likely to perceive high
levels of injustice and unfairness which impairs the development of social exchange relationship, political climate within the organization may stimulate individuals to seek success, status, power, achievement, or career advancement, unfair, irrational, unhealthy, and unexpected behaviour that may result in detrimental effects, such as reducing employees’ work morale and job performance organizational politics is behaviour can strategically help to promote or protects one’s own self-interest.

The study revealed that organization justice affects service delivery in the civil service in Kenya to a great extent, the greater the process control allowed to participants, the more likely they regard the decision-making procedures as fair, when decision-makers communicate a justification for the decision reached and the decision-maker is considered sincere, participants view the process as fair interest. Psychological testing or assessment where employees are allowed to choose their own supervisors helps to strength their interest in seeing their manager succeed, Procedures granting some control over the process and outcome attainment tend to be perceived by participants as fairer than procedures that deny process control.

The study revealed that promotion decisions affects service delivery in the civil service in Kenya to a great extent, when high procedural justice in promotion decisions exists, employees are more likely to experience satisfaction with organizational outcomes, employees in person-based organizations report their personnel systems as being less fair than employees working in organizations that base their promotion decisions on performance, employees perceive unfair promotion procedures, they may experience declines in organizational commitment, applicants who were successful in obtaining a job through a
system they believe is unfair may be troubled by feelings of inequity, employees have a voice in the decision-making process, they are generally more satisfied with the outcome, even when it is not the one they favored.

The study established that organization structures affects service delivery in the civil service in Kenya to a great extent, HR systems and the organization structure should be managed in a way that is congruent with organizational strategy, organization structure flexibility should be enhanced by the creation of core groups and by using part-time, temporary and contract workers to handle extra demands, the organization structure should be flexible enough to respond quickly to change, challenge and uncertainty, and that cross-functional operations and team-working have become more important, more flexible working patterns, total quality and lean production initiatives, and the decentralization and devolvement of decision-making.

5.3 Conclusions

From the regression analysis, it was revealed that a unit increase in organization politics would lead to an increase in the service delivery in the civil service in Kenya, thus the study concludes that organization politics had positive effects on service delivery in the civil service in Kenya.

The study also established that when decision-makers communicate a justification for the decision reached and the decision-maker is considered sincere, participants view the process as fair therefore the study concludes that increased organization justice had a positive effects on service delivery in the civil service in Kenya.
When high procedural justice in promotion decisions exists, employees are more likely to experience satisfaction with organizational outcomes thus the study concludes that transparency when making promotion decisions had a positive effect on service delivery in the civil service in Kenya.

The organization structure should be flexible enough to respond quickly to change, challenge and uncertainty the study concludes that flexible organizational structures had a positive effect on service delivery in the civil service in Kenya.

5.4 Recommendations

In order to improve service delivery in public sector, the study recommends that the Government should put in place policies which shall fairly and equitably responding to employees needs by encouraging participation in decision and policy-making, there is need to encourage professional ethics by ensuring that all promotions are accorder in regard to laid government policies as this will encourage morale to civil servants, There is need to create flexible government structures, this will allow the government officers to respond immediately whenever administrative challenges may arise.

There is need to keep right balance between organizational policies by encouraging communication and Listening to employee demands as will help in strategizing on effective ways to deals with their complains. The government should needs to formulate policies which ensure efficient and effective utilization of resources, policies which guarantee development-oriented public administration, providing services impartially, obtaining accountable public administration promoting transparency by proving timely, accessible and accurate information.
5.5 Areas For Further Research

The study variables (organization politics, organizational justice, promotion decisions and organizational structure) only accounted for 77.2 percent changes in service delivery in the civil service in Kenya, the study recommends that the remaining variables accounting for 22.8 percent should be established and investigated as well.
REFERENCES


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APPENDICES

Appendix I: Research Authorization Letter

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,310571,2219420
Fax: +254-20-318245,318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote:

Ref: No.

Date:

9th March, 2015

NACOSTI/P/15/4202/4646

Jason Chewa
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Influence of organizational internal environment on service delivery in the civil service: The case of Immigration department headquarters, Kenya,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for a period ending 5th May, 2015.

You are advised to report to the Director, Department of Immigration, the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

On completion of the research, you are required to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

DR. S. K. LANGAT, OGW
FOR: DIRECTOR GENERAL/CEO

Copy to:

The Director
Department of Immigration.

The County Commissioner
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 17025:2005 Accredited
Appendix II: Questionnaire

This questionnaire is designed to collect data from Immigration Department in Nyayo house Nairobi within CBD. The study seeks to determine the influence of an organizational internal environment on service delivery in the civil service in Kenya. The data shall be used for academic purpose only and it will be treated with confidentiality it deserves. The respondents are highly encouraged and persuaded to respond to the statements in this questionnaire in the most truthful and objected way possible. Your participation in facilitating this study will be highly appreciated.

Kindly ticks in the space provided [ ] the correct answer or supply the required information where, required, please specify and elaborate.

Part A: Respondents Information

1. Age of the respondent
   - 20-25 years ( )
   - 26 to 30 years ( )
   - 31 to 35 years ( )
   - 36 to 40 years ( )
   - 41 to 45 years ( )
   - 46 to 50 years ( )
   - Above 50 years ( )

2. Gender of the respondent
   - Male [ ]
   - Female [ ]

3. What is your highest level of education?
   - Postgraduate [ ]
   - Degree [ ]
   - Diploma [ ]
   - Form four [ ]

4. How long have you worked in the immigrations department?
   - Less than 1 year [ ]
   - 1-3 years [ ]
   - 3-5 years [ ]
   - Above 5 years [ ]

Part B: Organization Politics

5. Does organization politics affect service delivery in the civil service in Kenya
   - Yes ( )
   - No ( )

6. To what extent does organization politics affect service delivery in the civil service in Kenya?
   - Very great extent [ ]
   - Great extent [ ]
7. To what extent do you agree with the following statement relating to organization politics effects on service delivery in the civil service in Kenya?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational politics often weaken the link between performance and valued outcomes thus employees are likely to perceive high levels of injustice and unfairness which impairs the development of social exchange relationship</td>
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<tr>
<td>Organizational politics can play a constructive role by encouraging employees’ power and achievement motivations</td>
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</tr>
<tr>
<td>Political climate within the organization may stimulate individuals to seek success, status, power, achievement, or career advancement</td>
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<tr>
<td>Organizational politics is behaviour can strategically help to promote or protects one’s own self-interest</td>
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<tr>
<td>unfair, irrational, unhealthy, and unexpected behaviour that may result in detrimental effects, such as reducing employees’ work morale and job performance</td>
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<td></td>
</tr>
</tbody>
</table>

**Part C: Organizational Justice**

8. Does organization justice affect service delivery in the civil service in Kenya?

   Yes [ ]

   No [ ]

9. To what extent does organization justice affect service delivery in the civil service in Kenya?

   Very great extent [ ]

   Great extent [ ]

   Moderate extent [ ]
10. To what extent do you agree with the following statement relating to organization justice on service delivery in the civil service in Kenya?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedures granting some control over the process and outcome attainment tend to be perceived by participants as fairer than procedures that deny process control.</td>
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</tr>
<tr>
<td>The greater the process control allowed to participants, the more likely they regard the decision-making procedures as fair when decision-makers communicate a justification for the decision reached and the decision-maker is considered sincere, participants view the process as fair</td>
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<tr>
<td>Psychological testing or assessment where employees are allowed to choose their own supervisors, helps to strength their interest in seeing their manager succeed.</td>
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</tbody>
</table>

**Part D : Promotion Decisions**

11. Do promotion decisions affect service delivery in the civil service in Kenya?

   Yes ( )                             No ( )

12. To what extent does promotion decisions affect service delivery in the civil service in Kenya

   Very great extent [ ]
   Great extent [ ]
   Moderate extent [ ]
   Little extent [ ]
   No extent [ ]
13. To what extent do you agree with the following statement relating to promotion decisions affects on service delivery in the civil service in Kenya?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants who were successful in obtaining a job through a system they believe is unfair may be troubled by feelings of inequity</td>
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<tr>
<td>Employees in person-based organizations report their personnel systems as being less fair than employees working in organizations that base their promotion decisions on performance.</td>
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<tr>
<td>Employees have a voice in the decision-making process, they are generally more satisfied with the outcome, even when it is not the one they favored</td>
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</tr>
<tr>
<td>When high procedural justice in promotion decisions exists, employees are more likely to experience satisfaction with organizational outcomes.</td>
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</tr>
<tr>
<td>Employees perceive unfair promotion procedures, they may experience declines in organizational commitment</td>
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</tbody>
</table>

**Part E: Organization Structures**

14. Do organization structures affect service delivery in the civil service in Kenya?
   
   Yes (    )                        No (    )

15. To what extent does an organization structure affect service delivery in the civil service in Kenya?
   
   Very great extent [    ]
   Great extent [    ]
   Moderate extent [    ]
   Little extent [    ]
   No extent [    ]
16. To what extent do you agree with the following statement on effects of organization structures on service delivery in the civil service in Kenya?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization structure should be flexible enough to respond quickly to change, challenge and uncertainty.</td>
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<tr>
<td>Organization structure flexibility should be enhanced by the creation of core groups and by using part-time, temporary and contract workers to handle extra demands.</td>
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<tr>
<td>HR systems and the organization structure should be managed in a way that is congruent with organizational strategy</td>
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</tr>
<tr>
<td>Cross-functional operations and team-working have become more important, more flexible working patterns, total quality and lean production initiatives, and the decentralization and devolvement of decision-making.</td>
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<td></td>
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</tbody>
</table>

Thank you for your time.