FACTORS AFFECTING PROVISION OF QUALITY SERVICE IN PUBLIC SECTOR. A CASE OF MINISTRY OF IMMIGRATION AND REGISTRATION OF PERSONS KENYA.

BY

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Factors affecting provision of quality

APRIL, 2012
DECLARATION

I declare that this research project is the work of my own efforts and has never been presented in any university for the purpose of examination.

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I confirm that the work in the project was done by the candidate under my Supervision.

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DEDICATION

I dedicate this Research Project to my beloved Parents, Mzee Suleiman Menge Maroa and Mum Elizabeth Menge for granting me education without which, I could not be who I am today.

I dedicate also to my MBA colleagues Robin Mbae and John Muhia Mungai for their encouragement and support.

To the Almighty God, for His unceasing blessing
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I wish to thank The Almighty God for giving me the health, strength and ability to successfully undertake the study, to all those who in one way or another contributed to the successful completion of this research project.

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To the entire staff at the ministry of immigration, I salute them all for their first hand information they provide to me through the entire period of my research project.

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DEFINITION OF TERMS

**Services** refer to economic activities offered by one party to another, most commonly employing time based performances to bring about desired results in recipients themselves or in objects or assets for which purchasers have responsibility.

**Quality** is the degree of goodness or worth of something. Therefore a product or service is said to be of high quality if it has attributes or features that meet the expectations of its consumers or users.

**Staff capacity** refers to both competence and the number of staff needed to deliver services to the clients is important. Training and development enables the employees to acquire skills for higher performance.

**Training** is any process by which the skills and abilities of employees to perform specific jobs are increased (Saleemi N.A. 1997).
LIST OF ACRONYMS

CRB-Civil Registration department
DRA-Department of Refugee Affairs
ERSWEC-Economic Recovery Strategy for Wealth and Employment Creation
Gok-The Government of Kenya
IPRS-Integrated Population Registration System
NRB-National registration bureau
MIRP-Ministry of Immigration and Registration of Persons
TWA-Theory of work Adjustment
ABSTRACT

The purpose of this study was to investigate the factors affecting the provision of quality service delivery in Public Sector a Case of MIRP. Specific objectives was; finding out if working environment affects provision of quality service in MIRP, determine if staff capacity affects provision of quality services in MIRP, investigate whether technology affects provision of quality service in Ministry of Immigration and Registration of Persons and establish if operating statutes/legislation affects provision of quality service in Ministry of Immigration and Registration of Persons. The study covered a sample of 75 employees of the Ministry of Immigration and Registration of Persons. Primary data was collected using structured questionnaires administered to top management, middle and juniors officers in the Ministry. The study reviewed literature on the factors affecting provision of quality service. Data was analyzed by the use of quantitative and qualitative methods, which included the use of descriptive statistics. Rank correlation was used to test the hypothesis that working environment, staff capacity, technology and operating statutes are not important factors that affect provision of quality service in the Ministry of Immigration and Registration of Persons. This study is of importance to the Public Sector in Kenya, specifically the MIRP as it shows the factors that affect provision of quality service within the Ministry. The study is relevant for academicians and researchers, and forms the basis for further research on the topic of the study. The stakeholders who are usually interested in understanding what affects the workings of the MIRP and the problems associated with it. This also go a long way in enhancing the reforms that are being introduced in the building and maintaining a comprehensive and responsive population data management for the realisation of vision 2030.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

1.1.1 Service provision in the Public Sector

The public sector is defined by Flynn (1993) as being made up of the local governments, civil service and other statutory agencies created by the Government. Lynch (2002) draws the difference between the public and private sector institutions by observing that the major difference has been by the lack in the government owned institutions the objective to deliver a profit.

The public service in Kenya traces its roots to British colonial administration. At the time of independence there was no major change in the structures of the public service. Instead, efforts were directed at replacing the departing expatriates with the indigenous Kenyans under a policy referred to as Kenyanization. Over the years the public service has continued to render poor quality services to the people due to poor work performance by the employees (DPM, 2002). The source of the problems of poor work performance and service delivery in the public sector, began at the time of independence in 1963, and emanated particularly from Kenyanization policy.

A well-functioning public sector that delivers quality public services consistent with citizen preferences and that fosters private market-led growth while managing fiscal resources prudently is considered critical to the World Bank’s mission of poverty alleviation and the achievement of Millennium Development Goals. In the past several years many governments have restructured their public sectors in an attempt to deal with the twin problems of indebtedness and growing citizen disenchantment with government.

In many jurisdictions, restructuring efforts have included an emphasis on the need to introduce a results-based or performance-based approach to management in the public sector. According to Shah (2005), public sector orientation plays an important role in public sector performance. If the public service is oriented toward serving its citizens, bureaucratic red tape and corruption will be minimal and the judiciary will further enforce accountability through timely and fair decisions in the administration of justice.
Following the successful implementation of Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) in 2007, the Government of Kenya (GoK) developed vision 2030 which runs from the year 2008 to 2030. The development agenda is to make Kenya a globally competitive and prosperous nation reflected by high standards of living by the year 2030. This is to be achieved through consistent agenda that identifies economic, social and political systems as the main pillar of Kenya’s development.

1.1.2 The Ministry of State for Immigration and Registration (MIRP)

The Ministry of State for Immigration and Registration of Persons was created in February 2005 following the re-organization of Government through the Presidential Circular Number 1 of 2005. The Ministry draws its functions from the mandate of its four departments namely Immigration, National Registration Bureau (NRB), Civil Registration Department (CRD) and Department of Refugee Affairs (DRA).

Its Mission is to enhance national security and social-economic development by maintaining a Comprehensive population database, proper migration management and timely registration and issuance of secure identification documents. This reflects its desires to be a global leader in population, registration and migration management to meet the goals of vision 2030, while serving the on-going needs of all stakeholders.

As an operational arm of the Government the Ministry’s mandated with the following functions as follows; MIRP policy formulation, Immigration Policy and services, Lead Agency in border control points management, Registration of persons, births, deaths, Refugees policy and services and management of Integrated Population Registration System (IPRS)

A number of problems and situations have constraining Ministry of Immigration and registration of person’s capacity to satisfactorily carry out activities and render quality services to their customers who are Kenyans. Issues like Undue delays in the issuance of Birth Certificates, IDs, Death, Certificates and passports, security of identification documents not guaranteed, Maintenance of reliable and secure population records still a challenge, Large gaps in civil registration, a high degree of Departmental autonomy not
determined leading to low Departmental synergy. Works funding and disbursement procedures are slow and there are incompatible and un-harmonized accounting procedures between funding and implementing agencies.

Ministry of Immigration and registration of person requires effectiveness. Effectiveness in customer service typically refers to doing the right things and measures constructs like customer satisfaction on dimensions, such as service quality, speed, timing, and human interaction. A service is effective whenever its outcomes or accomplishments are of value to its customers (Pathak et al, 2010). Stockwell (2006) adds that public sector service delivery is vital in ensuring that priorities determined by government are met. Maintenance is a vital function in the management of public sector physical assets. The goal is not only to ensure that such assets operate as intended but also, that they remain in good condition and provide the capacity for effective and efficient service delivery.

Service quality is also important to businesses from a referral and repeat customers perspective. If service providers do not perform up to the expected level of the customer, this negatively affects service delivery ratings. This can cause negative word-of-mouth communications to run rampant. Conversely, if service providers perform at or above the customer’s expectation, positive word of-mouth is spread.

Service delivery survey instruments identify the level of services provided by a company so that improvements can be made according to the results. Thus, the better companies understand how their customers evaluate their services, the better the company can provide what the customers want (Sharma and Patterson, 1999).

1.2 Statement of the Problem

The work performance of public sector workers in Kenya has been a major concern to the Kenyan government, stakeholders, civil society, development partners and the people of Kenya. The prevailing situation at the work place has been one of low work performance and poor service delivery (World Bank Report, 2003).The performance evaluation results for the years 2009/2010 and 2010/2011 for the Ministry of Immigration and Registration of Persons reveals that the ministry performed poorly under the provision of quality service indicators (GOK, 2011).
The worst performance was on Complaints to the Public Complaints and Resolution committee and on levels of customer satisfaction targets where achievement was not satisfactory. Several complaints have been received in the Secretariat of Public Complaints and Resolution office at the Ministry Head office from all over the country from dissatisfied customers, (GOK, 2011). Service delivery in government sectors is lifeblood for a healthy economy for every country, when public services are defined, operationalized, measured and evaluated in terms of efficiency, every aspect of the public sector is called into question Ongwae (2002).

Ministry of Immigration and Registration of Persons over the years has been challenged by Kenyans and stakeholders to reinvent its process in order to cater for provision of quality services. Based on the organizational needs assessment conducted in the ministry (2001) it was evident that there are key challenges that are affecting quality services provision in ministry. Ministry services are still manual leading to congestion in registration centers and backlog of unprocessed documents from applicants.

Middlemen and agents thrived on handling and facilitating documents acquisition through bribes which raises corruption and create a negative corporate image. Fraudsters seemingly more technologically advanced in facilitating the processing of Counterfeit documents than ministry staff. Negative media reports and frequent customer complaints highlights several instances of poor quality services provision, use of lost and forged passports, IDs, inadvertent issuances of passports to none citizens and more than one passport to the same person.

According to Mwangi (2009), the Registration documents records over the years have increased to unmanageable levels. The manual methods of managing the records together with the bureaucratic and long processes, procedures and practices have impacted negatively to service delivery. This situation has resulted in delayed customer service or failure to provide any service at all in some cases which negatively affects service delivery.

In Kenya, the rules and regulations governing the population registration and procedures are complex and lengthy leading to ineffectiveness of service delivery. The process of registration takes long depending on Weather a customer is seeking a
passport, ID, Birth Certificate or Death Certificate. A Record search certificate in the Ministry for verification takes more than two weeks from date of application to date of issuance which is frustrating to the citizens and a hindrance to economic development as it slows down many other transactions (GOK, 2011).

The delay in delivery has also necessitated face to face officer-client relationships which have created conducive environment for unethical practices. According to the integrity and urban bribery reports, the ministry was ranked 2\textsuperscript{nd} in a Public Officers integrity Survey, 2007, in the ministries where one is likely to experience corruption practices among ministries, and ranked 4\textsuperscript{th} in Kenya Urban Bribery Index report by Transparency International, 2011.

Midiwo, (2009) studied the factors affecting computerization of record in the Ministry of Immigration and Registration of Persons and found that in order for the government to achieve computerization of Population records, there should be a comprehensive Persons Registration policy backed by a strong legal framework. There is however limited empirical research available with respect to factors affecting provision of quality service at the Ministry of Immigration and Registration of Persons. Therefore, this study seeks to fill this knowledge gap by investigating the factors affecting the provision of quality services in public sectors a case of Ministry of Immigration and Registration of Persons.

1.3 Objectives of the Study

1.3.1 General Objective
Investigated on factors affecting provision of quality service in the Ministry of Immigration and Registration of Persons

1.3.2 Specific Objectives
1. Found out if working environment affects Provision of quality service in Ministry of Immigration and Registration of Persons
2. Determined if staff capacity affects provision of quality service in Ministry of Immigration and Registration of Persons

3. Investigated whether technology affects provision of quality service in Ministry of Immigration and Registration of Persons

4. Established if operating statutes/legislation affects provision of quality service in Ministry of Immigration and Registration of Persons

1.4 Research Questions
The study answered the following research questions;

1. How work environment affects Provision of quality service in Ministry of Immigration and Registration of Persons?

2. In which ways staff capacity affects Provision of quality service in Ministry of Immigration and Registration of Persons?

3. How technology affects Provision of quality service in Ministry of Immigration and Registration of Persons?

4. In which ways operating statutes affect Provision of quality service in Ministry of Immigration and Registration of Persons?

1.5 Importance of the Study

1.5.1 The government
This study is important to the Public Sector in Kenya, specifically the Ministry of Immigration and registration of Persons as it shows the factors that affect provision of quality service within the Ministry.
1.5.2 Scholars and Researchers

The study will be relevant for academicians and researchers, and may form a basis for further research on the topic of the study.

1.5.3 Stakeholder

The stakeholders who are usually interested in understanding what affects the workings of the Ministry of Immigration and Registration of Persons and the problems associated with it. This will also go a long way in enhancing the reforms that are being introduced in the building and maintaining a comprehensive and responsive population data management system that is capable of providing fully automated and integrated population information for the enhanced development of our country in conformity with the Kenya Vision 2030.

1.6 Scope of the study

The study focused on employees of the Ministry of Immigration and Registration of Persons. The study included all the employees of the Ministry of Immigration and Registration of Persons in a bid to determine the factors affecting provision of quality Service in the public sector.

1.7 Limitation of the Study

A number of limitations during the study included: inaccessibility of secondary data from Ministry of Immigration and Registration of Persons, adequate response to questionnaires and unexpected occurrences. Descriptive research design was inflexible in that it required the initial study design (the tool and administration of the tool) to remain unchanged throughout the data collection. The study ensured that a large number of the selected samples were replied to get the reliable data enough that made proper conclusions (Mugenda, 2008).
1.8 Definition of Operational Terms

The key terms in this study were:

1.8.1 Services
Services refer to economic activities offered by one party to another, most commonly employing time based performances to bring about desired results in recipients themselves or in objects or assets for which purchasers have responsibility.

1.8.2 Quality
Quality is the degree of goodness or worth of something. Therefore a product or service is said to be of high quality if it has attributes or features that meet the expectations of its consumers or users.

1.8.3 Training
Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization (Abiodun 1999).
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews relevant literature on provision of quality service in line with the objectives of the study to determine whether working environment, technology, staff capacity and Legislation affects provision of quality service in the Ministry of immigration and Registration of persons. The chapter develops a conceptual framework that will be used in the study in regard to each variable in the study. The review will identify research gaps and areas that have been recommended for further research.

2.1 Theoretical review

2.1.1 The theory of Work Adjustment (TWA)

The theory of Work Adjustment belongs to a class of theories known as P-E theories (Dawis, 2000), which are about the person (P) in an environment (E) and the interaction of, P and E. There are a variety of Es (physical, school, work, family, home, social, or even one other person), (Dawis & Lofquist, 1984). It grew out of the University of Minnesota’s Work Adjustment Project, which studied how vocational rehabilitation clients adjusted to work. It collected data on a large number of individuals and on a large number of variables, such as job satisfaction, work attitudes, job performance ratings, work histories, education and training experiences, aptitudes, needs, interests, and personality traits. TWA is about the work environment.

Effective service delivery as per the TWA theory requires a suitable combination of Persons and Environment as opposed to the P and E variables. P-E combination refers to appropriate fit and interaction of the person and Environment. Fit refers to the degree to which P characteristics correspond to E characteristics assessed across commensurate (parallel or matching) dimensions. For example, different workers (P) have different sets of skills, and different jobs (E) require different sets of skills. Fit means that some workers have the set of skills that a job requires but other workers do not, or some jobs require the set of skills that a worker has but other jobs do not. The theory of work adjustment begins with the assumptions that (1) as a living organism, P has requirements that have to be met, many or even most of them through E; (2) P
has capabilities that enable it to meet these requirements; and (3) much of P’s behavior in interacting with E is about meeting these requirements. Among the most important of P’s requirements are needs: biological needs that have to do with P’s survival and psychological needs that have to do with P’s well-being.

The theory of work adjustment is based on the understanding that: Work is conceptualized as an interaction between an individual and a work environment; The work environment requires that certain tasks be performed, and the individual brings skills to perform the tasks; In exchange, the individual requires compensation for work performance and certain preferred conditions, such as a safe and comfortable place to work; The environment and the individual must continue to meet each other's requirements for the interaction to be maintained.

The degree to which the requirements of both are met may be called correspondence; Work adjustment is the process of achieving and maintaining correspondence. Work adjustment is indicated by the satisfaction of the individual with the work environment, and by the satisfaction of the work environment with the individual by the individual’ satisfactoriness; Satisfaction and satisfactoriness result in tenure, the principal indicator of work adjustment. Tenure can be predicted from the correspondence of an individual’s work personality with the work environment; Work personalities and work environments can be described in terms of structure and style variables that are measured on the same dimensions.

2.1.2 Resource-based theory

Resource-based theory has been developed to understand how organizations achieve sustainable competitive advantages. In order for an organization to compete in the global market, there is need to develop new business strategies and employ new technologies. A better understanding of the ways to adopt and implement new technologies like information technology is necessary due to their short life cycle which increases the changing cost of using the Information Technology (Bridge et al 1998). According to resource-based theory, competitive advantage occurs only when there is a situation of resource heterogeneity (different resources across firms) and resource
immobility (the inability of competing firms to obtain resources from other firms) (Barney, 1991). The resource-based view (RBV) argues that firms possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance. Resources that are valuable and rare can lead to the creation of competitive advantage. That advantage can be sustained over longer time periods to the extent that the firm is able to protect against resource imitation, transfer, or substitution. In general, empirical studies using the theory have strongly supported the resource-based view.

As Grover et al. (1998) explain, “The essence of a resource-based theory is that given resource heterogeneity and resource immobility and satisfaction of the requirement of value, rareness, imperfect immitability, and non substitutability, firms’ resources can be a source of sustained competitive advantage”. Resource based theory treats enterprises as potential creators of value-added capabilities. Understanding the development of such capabilities and competences involves viewing the assets and resources of the firm from a knowledge-based perspective (Prahalad and Hamel, 1990).

Prahalad and Hamel (1990) concentrate their attention on the collective learning processes of the organization, on the development of skills and technology integration. Their concept of “core competences” is related to mechanisms by which firms learn and accumulate new skills in order to develop business capabilities to outperform competitors. One of the objectives of the theory is to help managers to appreciate why competences can be perceived as a firms’ most valuable asset and, at the same time, to understand how those assets can be used to improve business performance. A resource-based view of the firm accepts that attributes related to past experiences, organizational culture and competences are critical for the success of the firm.

Conner (1991) suggests that “an in-house team is likely to produce technical knowledge, skill, or routine that fits better with the firm’s current activities”. Mata et al. (1995) in a conceptual study looking at five attributes of IT (customer switching costs, access to capital, proprietary technology, technical IT skills and managerial IT skills) concluded that managerial IT skills are the only one of these attributes that can provide sustainable advantage.
2.2 Conceptual Models

Various models of service quality have been developed to explain and measure service quality in different settings of business operations. Service Quality models include the following:

2.2.1 GAP model (Parasuraman et al. 1985)

The GAP model was proposed by Parasuraman, A., Zeithaml, V.A. and Berry, L.L in 1985. The model presupposes that service quality is the differences between expectations and performance relating to quality dimensions. These differences are referred to as gaps.

The gaps model conceptualizes five gaps which are: Gap 1: Difference between consumers’ expectation and management’s perceptions of consumers’ expectations (not identifying what consumers expect); Gap 2: Disparity between management’s perceptions of consumer’s expectations and service quality specifications (inappropriate service-quality standards); Gap 3: Variations between service quality specifications and service actually delivered (poor delivery of service quality); Gap 4: Difference between service delivery and the communications to consumers about service delivery (promises mismatch delivery); Gap 5: Difference between consumer’s expectation and perceived service; this gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer’s side. This was the basis for the development of the SERVQUAL instrument which initially consisted of ten dimensions (Parasuraman et al., 1988). The ten were later refined into five dimensions: reliability, responsiveness, tangibles, assurance and empathy which capture access and understanding or knowing the customers.

2.2.2 Attribute Service quality Model (Haywood-Farmer, 1988)

The model takes the view that a service organization has high quality if it consistently meets customer preferences and expectations. According to this model, the separation of attributes into various groups is the first step towards the development of a service
quality model. It generally group into three basic services attributes: physical facilities and processes; people’s behavior; and professional judgment. This model emphasizes that too much concentration on any one of these attributes sets to the exclusion of others may lead to disaster; for example, too much emphasis on procedures may give an impression to the customer that he will be processed as per his sequence. Different type of service settings is related as per degree of contact and interaction, degree of labor intensity and degree of service customization in this model.

2.2.3 Ideal value model of service quality (Mattsson, 1992)

Most studies on service quality describe service quality as a customer’s evaluation of perceived product/service performance against his/her expectation or desires. However, this model presumes that evaluation of product/service performance need to be examined against other cognitive standards like experience based, ideal, minimum tolerable and desirable. The Ideal value of service quality model argues for value approach to service quality. It conceptualizes value as an outcome of satisfaction process, and suggests the use of a perceived ideal standard against which the experience is compared.

2.2.4 Model of Perceived Service Quality and Satisfaction (Spreng and Mackoy 1996)

This model seeks to enhance understanding of the antecedents of perceived service quality and consumer satisfaction. The model explains in detail the effect of expectations, perceived performance desires, desired congruency and expectation disconfirmation on overall service quality and customer satisfaction. These are measured by using a set of ten attributes relating to advising in customer service, which are: convenience in making an appointment, friendliness of the staff, advisor listened to my questions, the advisor provided accurate information, the knowledge of the advisor, the advice was consistent, advisor helped in long-range planning, the advisor helped in choosing the right courses for career, advisor was interested in personal life, and the offices were professional.
2.3 Empirical review
2.3.1 Working environment

Warrior (2004) asserts that the public servants live in fear of government ministers who interfere with the running of their ministries as they try to seek favors for themselves and their political supporters. Therefore public servants live in constant fear of being suspended from work. Armstrong (2000) adds that a safe environment free from any danger will make employees secure.

The organizations therefore ensure that employees have a conducive environment which enables them to perform. Maintaining a secure environment involves providing employees with job security. It is only when employees feel that their lives are safe and their jobs secure that they can concentrate and perform their tasks to the best of their abilities.

Nzuve (1997) argues that organizations have both the legal and moral obligation to provide a healthy and safe working environment as well as ensuring the total well being of their employees. Organizations should be concerned with employee’s general health, both physical and mental for both economic and humanitarian reasons. The employees are the most important resources to any organization and their total well being is not only important to themselves but equally so to the employer.

Luthans (1992) points that clean and interactive surroundings tend to make workers happy when doing their work thus increasing job satisfaction. The reverse is true that poor working conditions such as inadequate space, noisy and uncomfortable surrounding will make the workers dissatisfied with their work. The environment of service delivery can have an impact on employee behavior and emotions (Wilson et al., 2008).

Arnold, et al, (1995) contends that our physical surroundings- noise, lighting, smells, can affect our moods and overall mental state, whether or not we find them consciously objectionable. He suggests that "poor mental health was directly related to unpleasant working conditions, the necessity to work fast and to expend a lot of physical effort and to excessive and inconvenient hours" Others have found out
physical health is also adversely affected by repetitive and dehumanizing work settings.

### 2.3.2 Staff Capacity

When considering staff capacity, both competence and the number of staff needed to deliver services to the clients is important. Training and development enables the employees to acquire skills for higher performance. Thus, he says organizations must also use training and development to create skill in their work force that will lead to organizational effectiveness. He further comments that training in business strategy and economics is critical to getting employees involved in organization. Technical training is also critical to their developing the skills they need to perform work assignments (Lawler, 1998).

Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999) submitted that: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization.

Adeniyi (1995) observed that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He therefore, provides a systematic approach to training which encases the main elements of training.

Buttrick, (2009) adds that training results to fewer accidents since errors are likely to occur if employees lack knowledge and skills required for doing a particular job. He further notes that employees become an asset of the organization and there is increased productivity since training improves efficiency and productivity of employees. The service delivery function should be made a part of the required competencies of senior managers, and efficient discharge of this function should be made a performance requirement of senior management.
The service delivery system requires an input of professionals with honed negotiating skills and a good grasp of market dynamics. This need is urgent in light of the diversity of functions that a unit is charged with that are intricately connected to its efficiency and effectiveness. Given the impact of service delivery activities on the operation and effectiveness of organization, it is essential that these activities be performed by qualified staff with high professional and ethical standards and using sound procedures anchored in appropriate policies and regulations. Experience has shown that an effective service delivery process is one in which efforts are made at all times to have a transparent and corruption-free process and use good practices.

The availability and quality of human resources within an organization are critical factors that influence the capacity of an organization to deliver services. Two factors that influence availability of human resource are skills and training of personnel (Hildebrand and Grindle, 1994). For the case of service delivery management, a mixture of skills are required to manage assets, delivery of goods and services, manage inventory, monitor and use feedback and motivate performance.

According to Njenga (2010), lack of the requisite skills has left many Ministries in Kenya inadequately staffed, with grave implications for service delivery. There is dire need to adequately equip the staff with adequate knowledge in their respective fields to enable them perform their duties as expected. The various services offered in the Ministry of Immigration and Registration of Persons requires different competences for effective service to be offered. The level of training offered will influence the quality of the service.

2.3.3 Technology

Information and Communications Technology (ICT) is pivotal to modern government and fundamental to the strategies for public service reform. The creation of new information and communication systems are seen as an essential component in the creation of accountability. When a decision is taken, information about that decision and its outcomes must flow to all those to whom the decision maker is accountable to (Heeks, 1998).
Ongwae (2002) support the argument by stating that the government can benefit from the efficiencies and improved service that stem from digital processes. The use of ICT in government is not only intended to have a focus on efficiency and effectiveness but also to empower citizens by making available to them an interactive access to and use of information (Gage, 2002).

The role of information technology (IT) in the Ministry of Immigration and registration of Persons Kenya is currently a subject of considerable scholarly reflection. Voss (2003) observed that adoption and implementation of information technology (IT) infrastructure in an organization creates and preserves business values.

The use of IT is perceived to improve operational efficacy, reduces operating costs and provides great opportunities for doing better. It has to be overstated that adoption of technology on service delivery has a number of effects. It is vital that business operations be ICT driven to attain efficiency and effectiveness in their services to customers and realization of their internal objective among them, reducing costs and making profits. ICT enabled systems offer the potential to eliminate opportunities for corrupt use of discretion by dis-intermediating services and allowing citizens to conduct transactions themselves. Such systems also extend accessibility of information within the public sector and by providing enhanced accounting, monitoring and auditing systems; such systems ensure that public business is more fully open to senior managerial and external scrutiny. Enhanced communication means that citizens can be more fully involved in all aspects of government, including policy-making, thus reinforcing the creation of a culture of trust and mutual interest (Naz et al, 2006).

The work of government is thus very information-intensive and four main types of formal information are identifiable (i) Information to support internal management. This includes information about staff for personnel management, and information about budgets and accounts for financial management. Like the other three types of information, it can be used for everything from day-to-day operational implementation to long-term policy analysis and planning (ii) Information to support public administration and regulation. This includes information that records the details of the main ‘entities’: people, business enterprises, buildings, land plots, imports/exports, etc. It is used for a variety of purposes such as legal, judicial and fiscal
Information to support public services – this include education, health (e.g. Patient records), transport and public utilities and (iv) Information made publicly available.

Examples include press releases, consultation papers, and details of policies, laws and regulations, and details of benefits and entitlements. Therefore given the information-intensity, changes in information systems must be an essential part of all reform initiatives in Africa, and changes in information technology will have a great potential in efficiency and effectiveness gains in the public sector.

In theory, everything that IT can do could be done by some other means. However, in practice, its ability to increase the speed and/or reduce the cost of information tasks means it can do things that would not otherwise be contemplated (Heeks, 2002).

2.3.4 Legislation/ Operating statutes

As outlined in the Presidential Circular No 1 of May 2008 and the legal instruments, the core functions of the Ministry of State for Immigration and Registration of Persons are: Immigration Policy and Services, Lead Agency in border control point’s management, Registration of persons, births and deaths, Refugees policy and services and Management of the Integrated Population Registration System (IPRS).

Are these functions are derived from the following following legal instruments under the Constitution of Kenya Chapter 6: Kenya Citizenship Act Cap. 170 and Immigration Act Cap 172 charged with the responsibility of controlling entry and exit of persons seeking to live temporarily or permanently in Kenya. Registration of Persons Act Cap 107 Laws of Kenya, which provides for the compulsory registration and issuance of Identity Cards to all Kenyans who have attained the age of 18 years and above. Birth and Death Registration Act Cap.149 charged with the responsibility of implementing the compulsory registration of all births and deaths occurring in Kenya irrespective of nationality. It also provides for the optional registration of the births and deaths of Kenya citizens occurring outside the country.
The principles of population registration recognizes the basic role of the government to establish, operate and maintain a reliable population registration system that produces legal documentation on vital events and their characteristics for the entire population. The government has in the past attempted to harmonize the various population registration activities with a view to achieving the above.

The successful implementation of the IPRS is MIRP’s and by extension the government’s endeavor to increase efficiency and effectiveness in public service delivery by streamlining population registration processes. A population register is an updated register of the whole residential population which includes at least sufficient information to identify the individual uniquely, and which is used for approved purposes.

2.3.5 Quality Service Delivery

Quality Service delivery involves a comparison of expectations with performance. Service is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services or economic activities, acts or performance to customers as well as other organizational activities that are part of the value creation process such as leadership and management styles, structure of operations, customer relationship initiatives, etc and not services as market offerings only. This ‘service’ perspective implies that service involves the whole process of interacting with and involving customers before, during and after production, distribution and consumption of an organization’s offering (Edvardsson et al., (2005); Kauppinen- Raisanen H. et al., (2007).

According to Luis and Joana (2005) service quality is a measure of how well a delivered service matches the customer’s expectations. Customer satisfaction is one of the most important factors for the survival of any enterprise. The importance of customer satisfaction has also been recognized as an important parameter in government service delivery. Government departments have developed strategies focusing on improving service delivery, such as customer service charters, key performance indices and rapid results initiatives.

An improvement of the supplied service quality can attract further users. For this...
reason, the development of techniques for customer satisfaction analysis is necessary. These techniques allow the critical aspects of the supplied services to be identified and customer satisfaction to be increased (Cuomo 2000). The overall Performance of the Ministry of Immigration and registration of persons for the Financial Year 2008/2009 was rated at 2.1719. This was the equivalent of very good. The evaluation was based on the quarterly reports and annual evaluations under the Performance Contract. The purpose of the evaluations is to ensure Government resources are well utilized and that public service delivery is enhanced as the Government rewards performing ministries and sanctions those that fail (MIRP, 2009). The inclusion of the Citizens Service Delivery Charter as a performance indicator in the Kenyan performance contract is one of the key contracts, every public institution has developed a charter communicating its services achievements geared towards enhancing delivery of service.

This has empowered the public to fight corruption in the public institutions because government has sensitized the public to the effect that good and efficient service by government officers is their inherent right (http://performance.gov.in). Wilson et al. (2008) asserts that a complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform in customer oriented service minded ways. Building a customer oriented, service-minded workforce, companies must hire the right people; develop people to deliver service quality; provide the needed support systems, and retain the best people.

According to Grönroos, (2000), employees can achieve knowledge and attitude requirement for good service delivery through training He noted that service employees also need training in interactive skills which are heavily intertwined with technical skills that ensure them to provide courteous, caring, responsive and empathetic service. He also observed that interactive skills of training provided for employees, especially customer contact employees but also supports employees, with specific skills as far as communication task is concerned.

The design and implementation of service delivery processes plays a key role in the overall competitiveness of modern organizations. For example, Roth and Jackson
(1995) provide clear evidence that process capability and execution are major
drivers of performance due to their impact on customer satisfaction and service
quality. Human resources on service delivery are considered by many to be the most
important asset of an organization, yet very few employers are able to exploit the full
potential from their employees because of certain never solved issues.

Each service whose execution plan has been defined is required to be achieved as soon
as possible in order to deal with new arrival services or to predict the future. Furthermore, an organization, to deal with the increasing number of services and the
limited number of participants (Cardoso, 2004) used to assign associated activities to
their laborers without any control.

As a result, some laborers will be heavily loaded, lightly loaded or moderately
loaded, while others will be completely idle. The design of a system dealing with
the management of associated workflows must be done in such a way that the
senior labor manager of the organization should detect heavy loaded laborers for
decision making.

2.4 Summary

To improve efficiency in service delivery in public sector and generate savings, an
organization should take a holistic look at the management process across the entire
organization. First, the role of every office in general must be considered and
everything should be geared towards the success of the organization. Second, the
organization must be vigilant in continuously improving internal policies and
procedures. Organization leaders must take a firm stance on changing longstanding
culture and championing new and innovative ways to increase efficiency. Leaders
are required to participate in the execution of a focused and an ongoing change
management and improvement program to facilitate a positive change in behavior and
culture that can result in the creation of an efficient, collaborative service delivery
program (Hildebrand and Grindle, 1994).

Conversely, a strategy to prevent corruption, if not implemented appropriately, could
introduce unnecessary delays. Adequate training of officers, the establishment of
multidisciplinary and multi-party evaluation committees, rotation principles for officials and the establishment of accountability and report procedures, are key in fighting corruption. Incentives, promoting ‘good behavior’ or individuals are also needed, such as the performance-based staff incentive structures, (Hildebrand and Grindle. 1994). Capacity in terms of numbers is also important to ensure that a staff is not given work that is beyond what a reasonable man can manage per day.

2.5 Research Gaps

Service delivery in the public sector involves making best use of the resources available for the provision of public services. However, public sector generally is usually characterized by inordinate funding allocation, delay in payments and bureaucracy. This leads to a lot of inefficiencies in the various departments of the public sector. In a study carried out by Njenga (2010) entitled ‘Factors that determine Service Delivery By Local Authorities in Kenya’, it was found out that the Local Authority is faced with many challenges in line with its quest to deliver services related to quality service provision including technology and staff capacity. This study however was conducted in Local Authorities and this study would like to replicate the same in a Government Ministries scenario.

Applebaum (2000) in his study ‘Challenges facing service Delivery in provision of Health Care services to citizens in sub Saharan Africa’ found out that technology, working environment were some of the major challenges facing the ministries in delivery of services. The study sample size consisted of health care providers and recipients. This study will therefore sample the immigration and registration of person’s ministry in order to fill the apparent gap in literature.

The personnel in the public sector also attend very few training sessions and therefore are not competent enough to handle the present challenges in the business world. There are also many cases of fraud and corruption in the public sector leading to inefficiency in all the operations in the public sector (Cuomo, 200). Cardosos (2004) in his study ‘Service Delivery in Hospitality industry in the Middle East’ found out that working environment, operating statutes were some of the major challenges
facing service delivery. The study recommended a replication of the same study in other areas. This study would therefore like to replicate the same in the ministry of immigration and registration of persons and a developing country in order to fill the apparent gap in literature. This study therefore seeks to fill the knowledge gap by investigating the factors affecting service delivery in the ministry of Immigration and registration of persons Kenya.

2.6 Conceptual Framework

Conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables, (Young, 1960). In the study, the independent variables include work environment, staff capacity, technology and legislation/operating statutes, while the dependent variable will be provision of quality service.

![Conceptual Framework Diagram]

Source (Author, 2012)

Figure 2.1 Conceptual Framework
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter looked at the research design and the procedures used in order to come up with a report. In particular, there is description of the research design, population, sampling design technique, development of research instruments, data collection and data analysis procedure.

3.1 Research design

Research design is the general plan of how one goes about answering research question. Saunders et al (2003) identified the following research strategies in the social sciences: experiments, surveys, case studies, grounded theories, ethnography, and action research, cross sectional and longitudinal studies, exploratory, descriptive and explanatory studies. The study used descriptive research because the design determines and reports the way things are and also attempts to describe such things as possible behavior, attitudes and values and characterizes (Mugenda and Mugenda, 2003). The descriptive approach also allows the results to be presented through simple statistics, tables, mean scores, percentages and frequency distributions. The study was carried out through both closed and open ended questionnaire.

3.2 Population

According to Mugenda and Mugenda (2003), population refers to an entire group of individuals, events or objects having a common observable characteristic. Kombo and Tromp (2006) define a population as a group of individuals, objects or items from which samples are taken for measurement. In the study, the target population was sample of 75 respondents who were picked from 3 cadres of employee’s mainly top, middle and lower cadres’ employees.
<table>
<thead>
<tr>
<th>Employees Cadre</th>
<th>Employee</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>250</td>
<td>17</td>
</tr>
<tr>
<td>Middle</td>
<td>425</td>
<td>28</td>
</tr>
<tr>
<td>Lower</td>
<td>825</td>
<td>55</td>
</tr>
<tr>
<td>Total</td>
<td>1500</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 3.2.1

<table>
<thead>
<tr>
<th>Employees Cadre</th>
<th>Employee</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Middle</td>
<td>21</td>
<td>28</td>
</tr>
<tr>
<td>Lower</td>
<td>41</td>
<td>55</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 3.2.2

3.3 Sample Size and Sampling Technique

A sample is part of the target population that has been procedurally selected to represent the population and gives everybody a chance to be selected. It is a smaller group obtained from the accessible population (Mugenda and Mugenda, 2003). The sample size of the study was 75 respondents who were divided into the three management levels ie top level, Middle level and junior staff. A sampling technique is defined as the procedure that a researcher uses to gather things, places or people to study (Kombo & Tromp, 2006). Stratified Random Sampling was adopted in this study as it gives everybody a chance to be selected and is used when dealing with a heterogeneous group.

3.4 Research instruments

The data was collected using two instruments namely questionnaires and interviews. The questionnaire was divided into two sections; the first section cover
the respondents’ bio data while the second one had items about the respondents’ views on the factors affecting the provision of quality services in the Ministry of Immigration and Registration of persons. The questions were both open and close ended. It assisted the study to get statistical data and opinions of the respondents. Questionnaire Appendix 1. The study used a questionnaire to collect data from the respondents. The questionnaire was designed in search a way that each question in the questionnaire address the specific objectives. Questionnaires was considered to be given out because they are cheap, respondents were given time to fill-in the questionnaires, and it was easier to classify the data given in the closed ended questions making it easier to compile data. The questionnaires had both open and closed ended questions (Kombo & Tromp, 2006). The secondary data was collected from the office registers and records.

3.5 Data source and data collection procedure

The information sources used during this study include both secondary and primary data. Secondary data was based on variety of information drawn from published materials, Government reports, office registers and reports. Primary data was obtained through the questionnaire method.

Both quantitative and qualitative data was collected using a questionnaire. The researcher distributed the questionnaires and gave the respondents a week to fill them. After one week, the researcher collected the questionnaire and clarifies issues that were not clear to the respondents.

3.6 Pilot testing

According to Cooper & Schindler (2006), a pilot test was conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. A pilot testing therefore is was used to determine the reliability and validity of the data collection instrument. Reliability is the extent to which results are consistent over time and an accurate representation of the total population and if the results can be reproduced under a similar methodology while validity determines whether the research truly measures that which it was intended to measure
or how truthful the research results are (Joppe, 2000). To ensure that the research instrument is valid and reliable the researcher undertake a pretesting study where the questionnaire was administered to the supervisor.

3.7 Data analysis procedure

According to Kumar (2005), the most common method of reporting a descriptive research is by developing frequency distributions, calculating percentage and tabulating them appropriately. The data collection from questionnaire was carefully organized according to the research questions.

For the closed-ended questions, a code was assigned to each category whereas for the open-ended, the responses were listed and tally marks used to note the identical ones. Counting was done manually to determine frequency of each response and percentages were computed. The study used the Likert-Scale. Likert Scales are preferred because they minimize subjectivity and make it possible to carry out quantitative analysis (Oppenheim, 2001). The data collected were cleaned, coded and systematically organized in a manner that it facilitated analysis using the Statistical Package for Social Sciences (SPSS), which offers extensive data handling capabilities and numerous statistical analysis routines that can analyze small and large data (Muijis, 2004).
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDING

4.1 Introduction

This chapter analyzed the data that was collected from respondents. Analysis has been done in frequency tables and percentages, presented in graphs and charts, and interpreted. Qualitative analysis analyzed information on information collected in open-ended questions.

4.2 Presentation of Findings

4.2.1 Response Rate

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>Not responded</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.1 Response Rate

Source: Author (2012)
From the table 4.1 and figure 4.1 above, the researcher prepared and issued out 75 questionnaires to the respondents. However, 15 questionnaires were never responded. It is evident that 80% questionnaires have been analyzed, while 20% questionnaires were not responded.

### 4.2.2 Departmental Distribution of staff

#### Table 4.2 Departmental Distribution of staff

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immigration Department</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Registration of persons</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Refugees affairs</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Civil registration</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

#### Figure 4.2 Departmental Distribution of staff

Source: Author (2012)
From the table 4.2 and figure 4.2 above, the study revealed that the Department of national registration has the highest number of staff at 33% followed by the Immigration Department with 25% and Civil with 25%. The least Department was that of Refugees affairs with 17% of staff.

4.2.3 Staff Level Distribution

Table 4.3 Staff Level Distribution

<table>
<thead>
<tr>
<th>Cadre</th>
<th>Respondents</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Middle level staff</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Low level staff</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.3 Staff Level Distribution

Source: Author (2012)
From the table 4.3 and figure 4.3 above, the study established that the Staff Level Distribution is high within middle level staff at 50% as compared to top management staff at 17% while lower level staff stands at 33%.

4.2.4 Experience of Respondents

Table 4.4 Experience of Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>5-10 years</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.4 Experience of Respondents

Source: Author (2012)
From the table 4.4 and figure 4.4 above it is evident that respondents have differing experiences. The majority of respondents who accounts for 50% have served the ministry more than 10 years while most young Turks having served in the ministry for less than 5 years account for 17%. Middle aged staff having served the ministry for between 5 – 10 years account for 33%.

4.2.5 Education Levels of Respondents

Table 4.5 Education Levels of Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Secondary</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Diploma</td>
<td>20</td>
<td>34</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Doctorate</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.5 Education Levels of Respondents
From the table 4.5 and figure 4.5 above, the study revealed that respondents have education from different levels of education. The respondents with Diploma education dominate the workplace by 34%, while 25% respondents have Degree education. Moreover, 25% respondents have secondary education, 8% with primary education while 8% Masters Degree education, none of all respondents poses a doctorate degree.

4.2.6 Effect of working environment on provision of quality service in the ministry of Immigration and registration of persons

Table 4.6 Effect of working environment on provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>High</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Moderate</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Low</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Very slow</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)
The table 4.6 and figure 4.6 above the study revealed the working environment affects provision of quality services by 25% agrees that it’s very high while 33% agrees that its high, 17% moderate, 25% agrees that its low as no respondent responded that its very low.

### 4.2.7 Provision of tools and equipments affects the provision of quality service in the ministry of immigration and registration of persons

#### Table 4.7 Provision of tools and equipments affects the provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)
Figure 4.7 Provision of tools and equipments affects the provision of quality service

Source: Author (2012)

From the table 4.7 and figure 4.7 above, provision of tools and equipments effect provision of quality service as cited to be very great by 67% respondents while 33% of responds believe that tools and equipments does don’t affect provision of quality service.

4.2.8 Effects of staff capacity on provision of quality service in ministry of immigration and registration of persons

Table 4.8 Effects of staff capacity on provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.8 Effects of staff capacity on provision of quality service
Source: Author (2012)

From the table 4.8 and figure 4.8 above, it's clear that staff capacity affect the provision of quality services by 67% of respondents agreeing while 33% of respondents not agreeing.

4.2.9 Work overload affects on provision of quality service

Table 4.9 Work overload affects on provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>64</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.9 Effect of Work overload on provision of quality service
From the table 4.9 and figure 4.9 above, the study revealed the effect of Work overload on provision of quality service. It was established that 64% respondents said work overload affects provision of quality service while 34% said there is no effect.

4.2.10 Rating staff capacity Effect on provision of quality service in ministry of immigration and registration of persons

Table 4.10 Rating staff capacity Effect on provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Relative</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>High</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Low</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>No effect</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)
From the table 4.10 and figure 4.10 above, staff capacity effect was rated to be very great by 42% respondents; 25% said the effect is relative, 17% said it is high; 10% said it is low, and only 6% said there is no effect.

4.2.11 Rating of staff capacity in ministry of immigration and registration of persons

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very adequate</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Adequate</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Moderate adequate</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Not adequate</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Don’t know</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2012)
From the table 4.11 and figure 4.11 above, staff capacity in ministry of immigration were rated to be not adequate by 33% respondents; moderate adequate by 25% and adequate 17% respondents: Moreover 12% respondents said the staff capacity is very adequate, while 13% said they do not know. This therefore clearly shows that staff capacity affect provision of quality service.

### 4.2.12 Technology effects on provision of quality service in ministry of immigration and registration of persons

#### Table 4.12 Technology effects on provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)
4.2.13 Extent of technology Effect on provision of quality service in ministry of immigration and registration of persons

Table 4.13 Extent of technology Effect on provision of quality service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Great</td>
<td>25</td>
<td>41</td>
</tr>
<tr>
<td>Moderate</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Low</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Very low</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2012)
From the table 4.13 and figure 4.13 above, analyzed the technology effect on provision of quality. It was found that, the effect is great as cited by 41% respondents; 25% said it is moderate, 17% said it is very great; and 7% said it is low. However, 10% respondents said that the effect is very low.

4.2.14 Ratings on use of technology in provision of quality services in ministry of immigration and registration of persons.

Table 4.14 Ratings on use of technology in provision of quality services

<table>
<thead>
<tr>
<th>Ratings</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Great</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Moderate</td>
<td>25</td>
<td>43</td>
</tr>
<tr>
<td>Low</td>
<td>13</td>
<td>21</td>
</tr>
<tr>
<td>Very low</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Source: Author (2012)

Figure 4.14 Ratings on use of technology in provision of quality services

From the table 4.14 and figure 4.14 above, the study established that use of technology was rated to be moderate by 43% respondents, whereas 21% rated it as low. Moreover, 16% respondents rated technology as great. However, 12% said that technology is very great, whereas 8% said technology is very low.

4.2.15 Effect of Legislation in provision of quality services in the ministry of immigration and registration of persons.

Table 4.15 Effect of Legislation in provision of quality services

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)
From the table 4.15 and figure 4.15 above, the study revealed the effect of legislation on service provision. It was established that 67% respondents said legislation affect provision of quality services while 33% said there is no effect.

4.2.16 Extent of legislation effect on service delivery in the ministry of immigration and registration of persons

Table 4.16 Extent of legislation effect on service delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>great</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>moderate</td>
<td>26</td>
<td>43</td>
</tr>
<tr>
<td>low</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Very low</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)

Figure 4.16 Extent of legislation effect on service delivery
From the table 4.16 and figure 4.16 above, the study sought to find out the extent of legislation on provision of quality service. 43% of respondents agreed that legislation affects service delivery moderately as 25% great. About 13% agree that it's low as 12% very low and 75 very great.

4.2.17 Ratings on statutes on registration process on issued of documents in the ministry

Table 4.17 Ratings on statutes on registration process

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 days</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>16-30 days</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>31-90 days</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>91 days</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2012)
4.3 Summary of Data Analysis

4.3.1 General Information

The study has revealed that the Department of national registration has the highest number of staff at 33% followed by the Immigration Department with 25% and Civil with 25%. The least Department was that of Refugees affairs with 17% of staff. The main reason for high staff was attributed to the fact that registration of persons has presence all over the country due to its nature of work of issuance of national identity cards to Kenyans. Also the study established that the Staff Level Distribution is high within middle level staff at 50% as compared to top management staff at 17% while lower level staff stands at 33%. It was also evident that respondents have differing experiences. The majority of respondents who account for 50% have served the ministry more than 10 years while most young Turks having served in the ministry for less than 5
years account for 17%. Middle aged staff having served the ministry for between 5 – 10 years account for 33%.

The study went further to reveal that respondents have education from different levels of education. The respondents with Diploma education dominate the workplace by 34%, while 25% respondents have Degree education. Moreover, 25% respondents have secondary education, 8% with primary education while 8% Masters Degree education, none of all respondents poses a doctorate degree.

4.3.2 Working Environment

It was established that the working environment affects provision of quality services by 25% agrees that it’s very high while 33% agrees that its high, 17% moderate, 25% agrees that its low as no respondent responded that it’s very low. Provision of tools and equipments effect provision of quality service as cited to be very great by 67% respondents while 33% of responds believe that tools and equipments does don’t affect provision of quality service.

4.3.3 Staff Capacity

The study revealed the effect of staff capacity affect the provision of quality services by 67% of respondents agreeing while 33% of respondents not agreeing. On work overload on provision of quality service, it was established that 64% respondents said work overload affect provision of quality service while 34% said there is no effect. Staff capacity effect was rated to be very great by 42% respondents; 25% said the effect is relative, 17% said it is high; 10% said it is low, and only 6% said there is no affect. Staff capacity in ministry of immigration was rated to be not adequate by 33% respondents; moderate adequate by 25% and adequate 17% respondents: Moreover 12% respondents said the staff capacity is very adequate, while 13% said they do not know. This therefore clearly shows that staff capacity affect provision of quality service.
4.3.4 Technology

The study revealed the effect of technology affects quality service. It was established that 75% respondents said technology affect service provision while 25% said there is no effect. Technology effect on provision of quality, It was found that, the effect is great as cited by 41% respondents; 25% said it is moderate, 17% said it is very great; and 7% said it is low. However, 10% respondents said that the effect is very low.

The study established that use of technology was rated to be moderate by 43% respondents, whereas 21% rated it as low. Moreover, 16% respondents rated technology as great. However, 12% said that technology is very great, whereas 8% said technology is very low.

4.3.5 Legislation

The study revealed the effect of legislation on service provision. It was established that 67% respondents said legislation affect provision of quality services while 33% said there is no effect. The extent of legislation on provision of quality service 43% of respondents agreed that legislation affects service delivery moderately as 25% great. About 13% agree that it’s low as 12% very low and 75 very great, registration process were rated to take 31-90 days with 50% respondents, about 25% of respondents agree that it takes between 16-30 days as 11% with more than 91 days and 15 days had 8% of respondents agreeing.
5.1 Introduction

This chapter presents a brief report on the summary of findings, answers to research questions, conclusion, recommendations, and suggestion for further studies.

5.2 Summary of Findings

5.2.1 How work environment affect Provision of quality service in Ministry of Immigration and Registration of Persons?

Employee's general health, both physical and mental for both economic and humanitarian reasons really affects service delivery, employees are the most important resources to any organization and their total well being is not only important to themselves but equally so to the employer.

Public servants live in fear of government ministers who interfere with the running of their ministries as they try to seek favors for themselves and their political supporters. Therefore public servants live in constant fear of being suspended from work. The working condition in public office are poor with most of the office lacking basic amenities the staff requires in order to perfume better their duties

Lack of job security makes staff feel that their lives are not safe and their jobs secure that they can concentrate and perform their tasks to the best of their abilities.

5.2.3 In which ways staff capacity affect Provision of quality service in Ministry of Immigration and Registration of Persons?

Staff capacity, both competence and the number of staff needed to deliver services to the clients is important in order to provide quality service s but if there is deficiency the service delivery will not be achieved. Training and development really enables the employees to acquire skills for higher performance. Lack of training and development
to create skill in their work force lead to organizational ineffectiveness and poor service provision. Work overload on provision of quality service really hinder staff capacity to deliver and perfume better in their work.

5.2.3 How technology affects Provision of quality service in Ministry of Immigration and Registration of Persons?

Due to continue use of old technology the ministry has still continued to remain behind in terms of quality service delivery bearing in mind that most of records can not be located hence wasting a lot of time trying to locate a particular documents which could have been locate easily with installation of modern technology with helps to retrieve and get documents very fast.

The use of modern IT is perceived to improve operational efficacy, reduces operating costs and provides great opportunities for doing better. It has to be overstated that adoption of technology on service delivery has a number of effects. It is vital that business operations be ICT driven to attain efficiency and effectiveness in their services to customers and realization of their internal objective among them, reducing costs and making profits. ICT enabled systems offer the potential to eliminate opportunities for corrupt use of discretion by dis-intermediating services and allowing citizens to conduct transactions themselves. Modern technology helps to fast truck the movement of documents and help to recover man hours that could be wasted moving from one location to another.

5.2.4 In which ways operating statutes affect Provision of quality service in Ministry of Immigration and Registration of Persons?

Complicated procedures and systems that have to followed to solve particular cases have really impacted much on level of service delivery in the ministry, most of current operating statutes are so complex such that an applicant will have to wait for long to get services just for a case that can only take minute, a case will go as far as a years without any assistance done.
The Operating statutes have invested a lot of powers to certain people who go as far as abusive them by asking for bribery thus encourages corruption and nepotism in service provision on public service. Some of these complicated rules and regulations hinder effective and efficient service delivery to poor Kenyans whom don’t know why do they need to be subjected to a lot procures whenever they need government services.

5.3 Conclusion

To improve efficiency in service delivery in public sector and generate savings, an organization should take a holistic look at the management process across the entire organization. First, the role of every office in general must be considered and everything should be geared towards the success of the organization. Second, the organization must be vigilant in continuously improving internal policies and procedures. Organization leaders must take a firm stance on changing longstanding culture and championing new and innovative ways to increase efficiency. Leaders are required to participate in the execution of a focused and an ongoing change management and improvement program to facilitate a positive change in behavior and culture that can result in the creation of an efficient, collaborative service delivery program.

5.4 Recommendations

5.4.1 Work environment

Given the complexity of the work-environment issues to be addressed, policy responses need to be multidimensional, cross-cutting and inclusive. For coherent policies, policy action has to be considered in order to ensure quality provision of services in public sector since public sector plays an integral part in national development. Effective solutions are context-related and therefore priority has to be given to policy makers in public sector so as to come up with proper policies to enable different sectors such ministries to deliver quality services. The other levels to improve service provision must ensure that provision of the legislative and regulatory framework and provide guidance and support for the development of workplace policies aiming at improving work environment. Employees must have a conducive environment which enables
them to perform. Maintaining a secure environment involves providing employees with job security. It is only when employees feel that their lives are safe and their jobs secure that they can concentrate and perform their tasks to the best of their abilities.

5.5.2 Staff Capacity

Competence and the number of staff needed to deliver services to the clients is important. Training and development enables the employees to acquire skills for higher performance. Thus, organizations must also use training and development to create skill in their work force that will lead to organizational effectiveness. The service delivery system requires an input of professionals with honed negotiating skills and a good grasp of market dynamics. This need is urgent in light of the diversity of functions that a unit is charged with that are intricately connected to its efficiency and effectiveness. Given the impact of service delivery activities on the operation and effectiveness of organization, it is essential that these activities be performed by qualified staff with high professional and ethical standards and using sound procedures anchored in appropriate policies and regulations. Experience has shown that an effective service delivery process is one in which efforts are made at all times to have a transparent and corruption-free process and use good practices.

5.5.3 Technology

The creation of new information and communication systems are seen as an essential component in the creation of accountability. When a decision is taken, information about that decision and its outcomes must flow to all those to whom the decision maker is accountable too. The government can benefit from the efficiencies and improved service that stem from digital processes. The use of ICT in government is not only intended to have a focus on efficiency and effectiveness but also to empower citizens by making available to them an interactive access to and use of information.

The use of IT is perceived to improve operational efficacy, reduces operating costs and
provides great opportunities for doing better. It has to be overstated that adoption of technology on service delivery has a number of effects. It is vital that business operations be ICT driven to attain efficiency and effectiveness in their services to customers and realization of their internal objective among them, reducing costs and making profits. ICT enabled systems offer the potential to eliminate opportunities for corrupt use of discretion by dis-intermediating services and allowing citizens to conduct transactions themselves. Such systems also extend accessibility of information within the public sector and by providing enhanced accounting, monitoring and auditing systems; such systems ensure that public business is more fully open to senior managerial and external scrutiny. Enhanced communication means that citizens can be more fully involved in all aspects of government, including policy-making, thus reinforcing the creation of a culture of trust and mutual interest. IT can be done by some other means. However, in practice, its ability to increase the speed and/or reduce the cost of information tasks means it can do things that would not otherwise be contemplated.

5.5.4 Legislation

Ministry of State for Immigration and Registration of Persons is supposed to be a leader in Immigration Policy and Services, Lead Agency in border control point’s management, Registration of persons, births and deaths, Refugees policy and services and Management of the Integrated Population Registration System (IPRS).

The principles of population registration recognizes the basic role of the government to establish, operate and maintain a reliable population registration system that produces legal documentation on vital events and their characteristics for the entire population.

5.5 Suggestion for Further Studies

Provision of Service quality is important, if service providers do not perform up to the expected level of the customer, this negatively affects service delivery ratings. This can cause negative word-of-mouth communications to run rampant. Conversely, if service providers perform at or above the customer’s expectation, positive word of-mouth is spread. Provision of quality service in public sector in the Ministry of Immigration and Registration of Persons over the years has been challenged by Kenyans and stakeholders
to reinvent its process in order to cater for provision of quality services. Working environment, technology, staff capacity and Legislation affects provision of quality service in the Ministry of immigration and Registration of persons.

This study however was conducted in the ministry of immigration and registration of persons Kenya and this study would like to replicate the same in a Government Ministries scenario in his study it was found out that technology, working environment were some of the major challenges facing the ministries in delivery of services. The study sample size consisted of ministry staff.

The study recommended a replication of the same study in the area of quality service delivery and developing a research data in order to fill the apparent gap in literature and both managerial decision making in public sector.
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Heeks, R. (2002). **Success and Failure Rates of e-Government in Developing Countries**, IDPM, University of Manchester, U.K.


Stockwell, G (2006), **Engineering Asset Management**: A Case Study on Maintenance and RSA Public Service Delivery.


APPENDICES

APPENDIX I: QUESTIONNAIRE (TOP MANAGEMENT, MIDDLE LEVEL STAFF AND LOW LEVEL STAFF)

This questionnaire is to collect data for purely academic purposes. The study seeks to investigate the determinants factors affecting provision of quality service in the Ministry of Immigration and Registration of Persons. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

Please indicate

Personal information

1. In which Department do you work in?

2. What is your Designation in the MIRP?

Top management [ ] Middle level staff [ ] Low level staff [ ]

3. What number of years have you worked in the Ministry?

1-5 years [ ] 5-10 years [ ] More than 10 years [ ]

4. What is your highest Level of education?

Primary [ ] Secondary [ ]
Diploma [ ] Undergraduate [ ]
Postgraduate [ ] Doctorate [ ]
A. WORKING ENVIRONMENT

1. What level of commitment do workers of the Ministry of Immigration and Registration of Persons have in performing their duties?

Very High □  High □  Moderate □  Low □  Very low □

2. Are you provided with all tools and equipments necessary in delivering of quality service?

Yes □  No □

3. What are some of the necessary tools and equipments that are provided for you that make your working environment easy at the ministry?

Comfortable sits and office desks □  well maintained office machines □
Efficient working computers □  well networked communication tools □

9. Is the top management supportive in the following ways?

Appraise work well done □  provide employees with encouragement □
Offer time for staff development □  Offer their ideas in performing various tasks □

4. How has the management encouraged you in delivery of quality service in the ministry?

Provision of good remuneration □  provision of overtime □
Provision of a sick leave □  provision of bonuses □

10. Suggest what needs to be done with regards to work environment to improve on service delivery

........................................................................................................................................
........................................................................................................................................
B. STAFF CAPACITY

11. Is there adequate number of employees in this ministry?
   Yes ☐ No ☐

12. In your opinion answer the following questions about the number of staff members in the Ministry Immigration and registration of Persons.

<table>
<thead>
<tr>
<th>Question</th>
<th>Very adequate</th>
<th>Adequate</th>
<th>Moderately adequate</th>
<th>Not adequate</th>
<th>Do Not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the number of staff adequate to handle the volumes of work at the office?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How adequate is the Number of staff trained to handle the duties undertaken?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is work load adequately Covered in time?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. As an employee at the Ministry do you experience work overload?
   Yes ☐ No ☐

14. How often does the Ministry recruit employees?
   Monthly ☐ Quarterly ☐
   Semi annually ☐ Annually ☐

15. Are the workers service-minded in delivery of quality service?
   Yes ☐ No ☐
16. What are some of the ways the employees show that they are skilled?

Operating the computers efficiently

Completing tasks provided by the management in time

They conduct themselves in a very professional manner

The public does not complain about negligence

17. How often do the certificates / documents produced by the employees cope with those that are needed by customers at the ministry?

- Once in a week
- 2-3 times in a week
- Approximately every two weeks
- Only a few times throughout the year

18. Please explain your answer above

..................................................................................................................

..................................................................................................................

19. How often does the Ministry monitor the performance of the employees through the key performance indices?

- Quarterly
- Semiannually
- Annually
- After 3 years
- Never
- Others (specify)

20. Suggest what can be done with regards to staff capacity to improve service delivery at the Ministry of Immigration and registration of persons

..................................................................................................................
C. TECHNOLOGY

21. Channels of communication often used in delivery of service to the public

- Computers (email)
- Telephones
- Fax
- Face to face
- Memos
- Electronic media radio, TV
- Print media, posters,

22. What are the technological ways used to handle the massive land information records in the ministry that assist in effective service delivery?

- Computer database storage
- Application of the latest computer Software
- Computer Programming
- None

Others (Specify) .................................................................

23. To what extent does the use of technology affect service delivery at the Ministry of Immigration and registration of persons?

- Very Great
- Great
- Moderate
- Low
- Very Low

24. How often do you use the following E-governance tools in your workplace?
Please tick where appropriate.

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Very often</th>
<th>Often</th>
<th>Not sure</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>B Email</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C Website</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D Internet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
25. Is the top management supportive of the current technology in use?
   Yes □   No □

26. If No, are there plans to improve it?
   Yes □   No □

27. To what extent is technology used in the ministry?
   Very Small extent □   Small extent □   Moderate □
   Large extent □   Very large extent □

28. Who are some of the support staff in IT department in the ministry?
   Computer engineers □   Software developers □
   Database maintenance personnel □   Internet maintenance personnel □
   Others (specify) ....................

29. Suggest what can be done with regards to technology to improve service delivery at the Ministry of Immigration and Registration of persons?
   ..............................................................................................................................
   ..............................................................................................................................

D. LEGISLATION

30. Are the rules and regulations governing the registration and issuance of documents complex?
   Yes □   No □

31. According to the statutes how lengthy should the process of registration be?
32. In the rapid results initiative by the government in public service, how has it helped the Ministry of Immigration and registration of persons in achieving quality service delivery?

Enhances implementation capacity
Strengthened accountability
Encouraged Commitment in public service
Strengthened team work
Others (please specify)

33. According to the Registration regulations, how long should it take for a Registration and issuance of documents from date of application to date of issuance?

Within 24 hours
Within a week
Takes more than two weeks
Others (specify)

34. To what extent do legislations/Statutes affect service delivery at the Ministry of Immigration and Registration of Persons?

Very Great
Great
Moderate
Low
Very low

35. Suggest what can be done on legislation to enhance service delivery Ministry of Immigration and Registration of Persons?
E. SERVICE DELIVERY

36. How long does it take to get a Passport, ID, Birth Certificate and death Certificate?

- A week  
- A month  
- Two Months  
- More than two months  
- Others (specify)

37. How long should it take for a to search a record for verification to be issued in the Ministry of Immigration and Registration from date of application to date of issuance?

- Within 24 hours  
- Within a week  
- Takes more than two weeks  
- Others (specify)

38. Is there any customer service charter in the ministry?

- Yes  
- No  

39. If yes, to what extent is the customer service charter adhered to?

- Very Great  
- Great  
- Moderate  
- Low  
- Very low  

40. How often is the customer interaction by the employees?
Very often [ ] Often [ ] Moderate [ ] Not often [ ]

41. Is quality of services delivery in the Ministry of Immigration and Registration of Persons been felt by all stakeholders?

Yes [ ] No [ ]

If yes, explain how

---------------------------------------------------------------------------------
---------------------------------------------------------------------------------

42. How can you rate the quality of services delivered in the Ministry of Immigration and Registration of Persons in Kenya?

100% [ ] 75% [ ]

50% [ ] Below 50% [ ]

43. Are you aware of any complaints or have made complaints with regards to services at the Ministry of Immigration and Registration of Persons? Please give examples if any

---------------------------------------------------------------------------------
---------------------------------------------------------------------------------

44. Suggest what can be done to increase the levels of service delivery at the Immigration and Registration of Persons?

---------------------------------------------------------------------------------
---------------------------------------------------------------------------------

END OF QUESTIONNAIRE

Thank you for taking your time to fill it.
DEAR SIR/Madam,

RE: RESEARCH PROJECT DATA COLLECTION

I am a postgraduate student at Kenyatta University pursuing MBA-Strategic management. As part of the course, am carrying out a research project on factors affecting provision of quality service in public sector case of Ministry of Immigration and Registration of Persons.

The Ministry of Immigration and registration of Persons is the subject of study. I intend to collect data in the form of interviews and questionnaires to help in the analysis and recommendations which will be useful to the Senior Officials in the government ministries. The information collected will be treated with confidence and will be used solely for the purpose of this research.

I therefore kindly request you to complete the attached questionnaire and interview. Thank you for your support.

Yours sincerely,

MBA student-Menge S.William

Supervisor-Mr. Robert Nzulwa
## APPENDIX 3: BUDGET SCHEDULE

### ITEM

#### PROJECT WRITING

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>a. Printing of 54 pages @ 10 Ksh</td>
<td>540.00</td>
</tr>
<tr>
<td>b. Reproduction 6 copies @ Ksh 540</td>
<td>3,240.00</td>
</tr>
<tr>
<td>c. Binding 70 copies @ Ksh 80</td>
<td>560.00</td>
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<tr>
<td>d. Travelling Expenses</td>
<td>8,000.00</td>
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<tr>
<td>a. Subsistence</td>
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**Total for Item Writing:** 24,340.00

#### PRODUCTION OF THE FINAL DOCUMENTS

<table>
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<tr>
<td>Books and reading materials</td>
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<tr>
<td>Data analysis and computer runtime</td>
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<tr>
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<td>• Miscellaneous</td>
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**Total for Production of Final Documents:** 38,200.00

### GRAND TOTAL

**Grand Total:** 62,540.00
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<th>Phase</th>
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<tr>
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<tr>
<td>2</td>
<td>Data analysis 2 weeks</td>
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<tr>
<td>3</td>
<td>Results writing 2 weeks</td>
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<td>4</td>
<td>Report writing 2 weeks</td>
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<td>5</td>
<td>Compilation and presentation</td>
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