

Implementation of Organizational Learning Strategy as a Determinant of Service Delivery at the County Government of Homa Bay

¹*Yoni Mukaye Madete and ²Dr. Wallace Atambo

¹²Strategic Management, Jomo Kenyatta University of Agriculture and Technology

*Corresponding author e-mail: ymadete@gmail.com

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Abstract

In recent years, the Homa Bay County government has been associated with poor service due to practices such as corruption, nepotism, and tribal relations. Additionally, Homa Bay County government officials have been charged with rudeness, inherent absenteeism, and therefore incompetence and inability to provide quality services to residents. The purpose of this study was the implementation of organizational learning strategy as a determinant of service delivery in the Homa Bay County government. This study used a descriptive research design and targeted 248 Homa Bay County government employees across all departments. The findings indicated that organizational learning strategy had a substantial positive association with service delivery. The study concluded that organizational learning strategy has an impact on service delivery. Learning organizations are characterized by a high level of motivation to learn and develop on the part of their employees. The study recommends continuous implementation of organizational learning strategy as the techniques should be viewed as management tactics that enable individuals to learn to accomplish beneficial outcomes including innovation, efficiency, environmental adaption, and competitive advantage.

Keywords: *Implementation, Organizational Learning Strategy, Service Delivery, County Government of Homa Bay*

1.0 Introduction

One of the world's greatest difficulties is improving government agencies' delivery of public services. Citizens' quality of life is heavily influenced by public services. Given the poor quality of service delivery and the pressing demands of the poor, particularly in developing nations, this is a difficulty. As a result, governments around the world are adopting ways to improve service delivery because they see value in them, both in terms of intended policy objectives and in terms of strengthening public trust in government. Leading governments are shifting from a programmatic to a citizen-centered form of service delivery, where services are focused on people rather than projects. Governments know that more effective service delivery may significantly boost the public sector's value. Around the world, there is a general tendency in service delivery. Leading governments are utilizing technology not only as a new platform for program and service delivery but also as a means of providing integrated services to citizens. This initiative strives to guarantee that institutions' resources are aligned with market demands and that stakeholder expectations are met (Khalid, 2010).

Public services should be interested in what customers want, not what providers are willing to provide. However, in most developing countries, the provision of public services is characterized by systems that are inefficient, complicated, overly procedural, expensive, red-lined, and opaque (Tamrakar, 2010). The author further argues that officials generally act as masters without responsibility or transparency, rather than serving as servants of the people. However, citizens have noticed an increase in service provision by the private sector and therefore see the public sector as a further provider of taxable services. As the main task of the government and state institutions, public services must provide services needed by the community to maintain and improve their welfare. As a result, state institutions require an organizational structure as well as trained personnel to assist them in delivering the services for which they are accountable.

When it comes to contracting, using public, institutional, and service market values can improve service delivery. Stakeholder preferences and democratic procedures are emphasized to set values that must be optimized in service delivery. Furthermore, governmental and organizational regulations establish the instruments used to conclude contracts to offset competitive values; and the features of the service market impact which instruments and contract providers are best for achieving stakeholder value (Tamrakar, 2010). Furthermore, a complicated set of tactics is needed to ensure that service representatives are ready and equipped to give high-quality services while also being motivated to be customer and service-oriented. Employees that are constantly motivated to focus on clients increase service quality. Companies must hire the proper people, develop them to provide great services, provide the required support systems, and retain the best people to create a customer-centric and service-centered workforce (Lufunyo, 2013).

In Kenya, public sector organizations, particularly district governments, seek to improve service delivery through various strategies as they have been linked to poor service delivery due to practices such as corruption, nepotism, and tribal relations. Competitive advantage, resource-based strategy, particular skills, strategic intent, strategic skills, strategic management, strategic objectives, and strategic plans are all related to the concept of strategy. These concepts' adoption and execution in the public sector and any company assures that organizations can improve service delivery while also achieving long-term success and strategic fit. To assure profitable competition in today's economic environment, organizations must include strategy into their daily procedures, particularly planning (Mehana, 2013).

Problem Statement

According to an audit of resource management done by Ethics and Anti-Corruption Commission in Homa Bay County (Nyanumba, 2018); cases of disregard for procurement regulations, disregard for financial management laws, conflicts of interest, and insider trading have been revealed. The Homa Bay County government has been associated with poor service due to practices such as corruption, nepotism, and tribal relations. Additionally, Homa Bay County government officials have been charged with rudeness, inherent absenteeism, and therefore incompetence and inability to provide quality services to residents. Over the past two fiscal years, the government of Homa Bay County has made efforts to improve the services offered to its citizens. Despite the introduction of service contracts, customer-centered services, and increased easy access to services through the use of technology, there has not been much improvement in service delivery.

Various studies have been conducted on this subject, such as a study by the Center for Organizational Systems which found that governance remains the biggest challenge for

organizational success in Kenya (Ochieng, 2016). Kathuri (2014) investigated the causes of some companies' failure and bad service, which they linked to a lack of good management and other variables working in the organization's favor (stakeholders). Others (Makanyeza et al., 2013) argue that adopting innovative strategies offers significant benefits in measuring performance, reducing costs, increasing productivity, and improving customer service. These studies focused on why there is poor service delivery among organizations.

These studies did not specifically address the effects of organizational learning strategy on service delivery among government departments leave alone county governments which is the focus of this study. With this in mind, this research evaluated the impact of organizational learning strategy on service delivery in the Homa Bay County government.

2.0 Literature Review

The study was anchored on the Resource Dependence Theory. The concept that resource providers can affect organizational performance to satisfy their expectations underpins resource dependence theory. The manager's task is to identify the stakeholders and resources that each group can provide to the organization. Managers must also assess the importance of stakeholder groups and their resources to the organization's activities. Organizations should form coalitions with specific interest groups, the aim of which is to please partners who support the organization through its resource flows. Managers must eventually decide which expectations of the organization should be ignored, because different groups may have contradictory expectations of the organization (Pfeffer & Salancik, 2003).

Organizations rely on a variety of resources, including labor, capital, raw materials, and so on. It is possible that organizations won't be able to construct compensation plans for all of these resources. As a result, organizations must consider both the criticality and scarcity principles. An organization's critical resources are what it takes to keep it running. Burger joints, for example, are unable to operate without buns. A company can adopt a variety of balancing tactics, such as being linked to many suppliers or vertically or horizontally integrated (Pajunen, 2017). Considering a critical resource like employees in the county of Homa Bay, it would be beneficial to find out how organizational learning strategy would improve motivation, teamwork, and communication.

Conceptual Framework

The conceptual framework in Figure 1 shows the link between the independent variable (organizational learning strategy) and the dependent variable (service delivery).

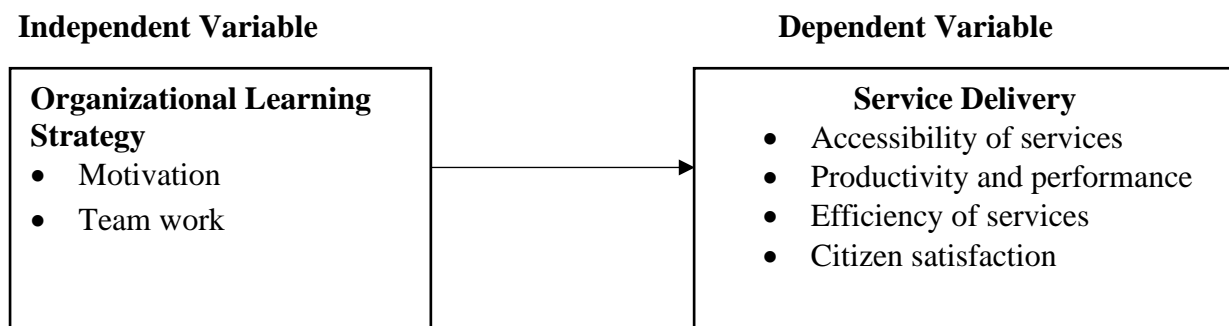


Figure 1: Conceptual Framework

Empirical Review

The training plan of the company was also attacked. According to Smith et al. (2007), organizational learning has proven to be a challenging concept to grasp, making its practical application problematic. He contends that the idea of OL is given little attention, which contributes to the vagueness of the concept. He recommends a new paradigm to guide managerial practice, as well as a rethinking of OL.

Few researchers have looked into the problems of applying organizational learning methodologies, as evidenced by the literature. Lakshman and Rai (2021) state that more research into the current orienteering literature is required to fully comprehend the concept and, more importantly, to adapt it to match the demands of today's industry advances. Even though OL has been presented as a crucial tool for strategy renewal, he pointed out that no systematic examination of the relationship between aspects of change and OL has been offered.

OL is increasingly considered one of the key sources of competitive advantage in strategic management, according to (Njuguna, 2016). However, he argues that much of the literature is not related to the sustainable competitive advantage of OL and further research is needed.

According to the foregoing argument, organizational training may have a long-term impact on performance and results. According to Awadh and Wan Ismail (2012), a good orienteering strategy helps subordinates develop their talents and potential while also overcoming their limitations, which benefits superiors, subordinates, and the firm. Satisfied employees had less absenteeism and fluctuation, according to the findings.

Organizational training is a management method for achieving and maintaining organizational competitiveness and advantage. According to Senge et al. (2001), an OL is a company where everyone is participating in recognizing and solving problems, allowing the company to experiment, improve, and expand its capacity. According to Senge, OL generates a highly adaptable organization in which employees accept and adapt new ideas and changes as part of a common vision.

3.0 Methodology

This study used a descriptive research design. The study targeted 248 Homa Bay County government employees across all departments. The study adapts the stratified random sample method. The primary data collection method was done using questionnaires. Data analysis included qualitative and quantitative techniques. Qualitative data were analyzed for content by summarizing and categorizing messages according to general topics and presenting them using frequency distribution tables, graphs, and diagrams. The quantitative data collected were analyzed using descriptive statistics and correlation analysis. This was achieved through the use of the SPSS software package. The results are presented in the form of tables and figures.

4.0 Results and Discussion

Descriptive Statistics of Organizational Learning Strategy

The purpose of this survey is to find out respondents whether believe that organizational learning strategies have an impact on service delivery. According to the survey results, the majority of respondents (64%) think that the organization's training strategy has an impact on performance, compared to 36%.

The purpose of this survey is to find out from the respondents how their opinion about the organization's training strategy affects service delivery. Organizations should see organizational learning as a management approach, according to survey respondents, to enable individual learning to produce desirable outcomes such as innovation, efficiency, environmental adaption, and competitive advantage. According to survey respondents, the

company's training plan has made everyone devoted to recognizing and fixing problems, allowing the organization to experiment, improve, and expand its capacity constantly. You say that the company needs to analyze how such a move might affect its current workforce of employees and how best to deal with it. Respondents also stated that learning organizations are characterized by employees who have high motivation to learn and develop. They thrive in a forgiving environment where mistakes are seen as learning opportunities. Such an environment encourages experimentation and employee curiosity, which often leads to innovation, and better products and services.

In this section, the survey attempts to examine the extent to which respondents agree or disagree with the impact of an organization's training strategy on service provision on a scale from 1 to 5, with 1 completely agreeing, 2 agreeing, 3 disagree, 4 agree or disagree and 5 strongly disagree. This study uses standard deviation and analytical tools.

Table 1: Organizational Learning Strategy

	N	Minimum	Maximum	Mean	Std. Deviation
The county employees have problems and communication skills	103	1.00	5.00	4.7087	.76223
The county has invested heavily in employee planning and organizing skills	103	1.00	5.00	4.6796	.93109
The county implements ICT digital platforms in consultation with users	103	2.00	5.00	4.8155	.68238
All the county employees have a sense of belongingness through job satisfaction	103	2.00	5.00	4.7282	.88776
Through the use of accountability and job training the county has increased efficiency in service delivery	103	1.00	5.00	4.6796	.92050
Valid N (listwise)	103				4.18396
Composite values				4.72232	0.836792

The findings in Table 1 indicate that the participants agreed that organizational training strategies have an impact on service delivery and that local employees have communication problems and skills, as indicated by a mean of 4.708 and a standard deviation of 0.762, the county has invested in employee planning and competency organization with a mean of 4.679 and a standard deviation of 0.931, and the county in consultation with users used digital ICT platforms with a mean of 4.815 and a standard deviation of 0.682. According to the survey results, all employees in the county have a sense of belonging through their job satisfaction, which is represented by a mean of 4.728 and a standard deviation of 0.887, and that through the use of accountability and job training the county has increased efficiency in service delivery shown with a mean value of 4.679 and std deviation of 0.920.

Descriptive Statistics of Service Delivery

The survey tested the extent to which respondents rate statements about service provision in the district on a scale of 1 to 5, with 1 not at all, 2 low, 3 moderate, 4 high, and 5 high, the highest score. The results of the study are shown in Table 2.

Table 2: Service Delivery

	N	Minimum	Maximum	Mean	Std. Deviation
Customer/citizen complaints	103	1.00	5.00	4.6602	.93466
Efficiency	103	1.00	5.00	4.6796	.88798
Productivity	103	1.00	5.00	4.6990	.93761
Performance	103	1.00	5.00	4.6602	.89172
Valid N (listwise)	103				
Composite Values				4.67475	0.91299

The results of the study, as shown in Table 2, reveal that the respondents stated service delivery a high rating. From the study findings, the respondents rated customer/citizen complaints to a great extent as shown by a mean value of 4.660 with a std deviation of 0.934, efficiency as shown by a mean value of 4.679 with a std deviation of 0.887, productivity as shown by a mean value of 4.699 with a std deviation of 0.937 and performance as shown with a mean value of 4.660 and std deviation of 0.891.

Correlation Analysis

Correlation analysis was utilized in this study to determine the level of influence between the research variables. Researchers can use correlation analysis to establish the direction and degree of influence between the research variables they're looking at. Results are illustrated in Table 3.

Table 3: Correlation Results

		Service delivery	Organizational learning strategy
Service delivery	Pearson Correlation	1	.835**
	Sig. (2-tailed)		0
	N	103	103
Organizational learning strategy	Pearson Correlation	.835**	1
	Sig. (2-tailed)	0.00	

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

The findings in Table 3 indicate that organizational learning strategy had a substantial positive association of 0.835 with service delivery. This research backs up the findings of Njuguna (2009), who revealed that the organizational training initiatives are increasingly viewed as one of the key sources of competitive advantage.

5.0 Conclusion

The study concluded that organizational learning strategy has an impact on service delivery. Learning organizations are characterized by a high level of motivation to learn and develop on the part of their employees. They thrive in a forgiving environment where mistakes are seen as

learning opportunities. Such an environment encourages experimentation and employee curiosity, which often leads to innovation, and better products, and services.

6.0 Recommendations

The study recommends continuous implementation of organizational learning strategy as the techniques should be viewed as management tactics that enable individuals to learn to accomplish beneficial outcomes including innovation, efficiency, environmental adaption, and competitive advantage.

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