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# **Staff Competence, Management Support and Service Delivery in Public Health Sector: A Case Study of Mbagathi District Hospital, Nairobi City County**

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## **Abstract**

The study investigated the influence of staff competences and management support on the quality of service delivery in public hospitals. The target population for this study comprised of 273 employees and 10,000 patients in Mbagathi district hospitals within Nairobi County. Simple random sampling was used to select 398 employees and patients while census was done on the 8 management staff. This study used primary data, both quantitative and qualitative. Primary data was obtained from the original sources using a structured questionnaire and captured through a 5-point type Likert scale. A Likert scale questionnaire was preferred as it makes it possible to convert responses into quantitative format for ease of data analysis using Statistical Package for Social Sciences (SPSS). Interview guide was also used to obtain information from the management of district hospital. The questionnaires were self-administered using the drop and pick later method. A pilot study was undertaken on 5% of the sample population. Findings indicated that there was a positive and significant relationship between staff competence, management support and service delivery in public hospitals in Kenya. The study concluded that offering training to the staff, staff trained regularly, staff equipped with adequate and necessary skills are key impetus to service delivery. Recognition and rewards on members of staff, championing for the achievement, openness and transparency, management encouraging professionalism, monitoring and evaluation of the facility performance influences service delivery in hospitals. Conducive working environment acted as a motivating agent for employees to work better and get job satisfaction in the hospital. It was recommended that Mbagathi

Hospital management should acquire, develop, and retain the qualified resources in order to address the dynamics of the environment and the ever-changing technology. Management should recognize and reward members of staff and champion for the achievement of set goals and objectives.

**Keywords:** *Staff competence, management support, service delivery and Mbagathi District Hospital*

## INTRODUCTION

Quality service delivery in healthcare ecosystem is about patient's perception of services offered. Providing quality health service not only improves the wellbeing of the recipient but it also enhances customer satisfaction which in turn can lead to growth of the health sector (Bloom, Propper, Seiler & Van Reenen, 2015). Patients are the only persons who are utmost useful in rating of the quality of health service delivery in regard to their experience in the health centers. Quality of service delivery in healthcare systems may be facilitated by the use of new technology, effective medications, qualified and professional healthcare staff, appropriate staff to patient ratio and modern infrastructure in the hospital.

Effective service delivery in most of the hospitals is affected by both internal and external factors. Of great importance is the internal factors that are detrimental for the operation of the hospital. External factors do influence the quality of services that are delivered in a hospital but to some extent, unlike internal factors that are key for the running of the hospital. Some of the internal factors are staff competence and management support. This is done by motivating healthcare staff through empowerment such as trainings, mentorships, recognition and appraisal. Competent staff has necessary skills and knowledge that can qualify them to undertake the requisite services (Nassazi, 2013). Hospital management support can help its staff to acquire skills which enhances competence and can boost service delivery in the hospitals (Mantey, 2012).

Delivering of quality healthcare services is important for the wellbeing of the populace (Acharya, Maru, Schwarz, Citrin, Tenpa, Hirachan & Kohrt, 2017). This is because illness affects their productivity which in turn has ramifications on the economic viability of a nation. Factors affecting the quality of service delivery can emanate from within the hospital or also from the external environment. The internal environment factors are detrimental to the performance in the hospital and so are to the quality of service delivery. Some of the internal environment factors that affect quality of service delivery in public hospitals in Kenya are staff competence and management support.

Staff competence is the inherent skills and knowledge the employees possess in reference to their job duties and descriptions (Nassazi, 2013). A competent hospital staff or healthcare worker will enhance the quality of healthcare services. It is therefore prudent that hospital management should acquire, develop, and retain the qualified resources in order to address the dynamics of the environment and the ever-changing technology. Hospital can assist their staff in obtaining the necessary skills needed and, increase commitment. With acquiring of the necessary skills and knowledge hospital staff can qualify to undertake the requisite services which can improve the quality of healthcare service delivery.

Quality can be achieved if management and workers believe in achieving successful leadership within the organization (Kerubo, 2016). Management support in what the staff is undertaking is paramount to their performance and motivation. Top management support and commitment concentrates on the employee's involvement, customer focus, employee training and development, quality information and product/service design (Mantey, 2012). With a full support of the hospital staff by the management, they can be able to acquire skills which shall make them competent and committed to their work. This can boost service delivery in the hospitals.

The Mbagathi District Hospital offers a specialized treatment to its patients referred from the healthcare centers or via direct admission. Mbagathi district hospital is situated in Dagoretti district of Nairobi County Kenya. The hospital over the years has grown to be one of the major health care providers though marred with challenges. Currently it handles both direct admission and referral cases from the health centers in Nairobi County. As a result, service delivery by the hospital is very important.

### **Statement of the Problem**

The poor state of customer support systems in public health facilities in Kenya has led to excessive turnover and weak morale among workforce, making it difficult to guarantee 24-hour coverage resulting in, troubles with patients care, multiplied value of operations due to inefficiencies (Kimanzi, 2014) making some patients to search for an alternative service providers and to spread bad mouth phrases which affects capacity clients and consequently growth of the health centers (Trusov, Bucklin & Pauwels, 2009). Service quality has become an imperative issue in health care industry (Ennis & Harrington, 2001) thus providing patient pride due to the fact that excellent providers directly impacts the customer delight (Kara, Lonial, Tarim and Zaim, 2005), loyalty and economic profitability of service corporations. Kotler (2000) defines satisfaction as a person's emotions of pleasure as a consequence of comparing a perceived overall performance in relation to his/her expectations. Thus, delight gained from the services may be taken into consideration as a function of service quality (Liu, 2005).

The provision of services is a very tough task (Abuosi, & Atinga, 2013) especially within the healthcare zone. Each country desires an excellent health care machine and it's far essential to apprehend that a healthy population is better disposed to attaining the productivity; this is needed so as to grow and sustain persisted growth of the country's economic development (Andaleeb, 2000). This case is in addition worsened with the aid of the patients or customers' notion of functional problems which they perceive and interact with at some stage in the course of seeking treatment including physical facilities, inner process; interactions with doctors, nurses and different guide staff as terrible and unresponsive (Wanjau, Muiruri, & Ayodo, 2012). The paper establishes the effect staff competence and management on service delivery of Mbagathi district hospital in Nairobi County.

### **Objectives of the Study**

- i. To assess the influence of staff competence on service delivery of Mbagathi district hospital in Nairobi County.
- ii. To investigate the influence of management support on service delivery of Mbagathi district hospital in Nairobi County.



## **THEORETICAL FRAMEWORK**

### **Maslow's Theory**

Abraham Maslow (1971) developed the Theory of Hierarchy of Human needs, which is a classification of needs from the basic ones to higher order of needs. When lower needs are met, people move to higher needs. The first level is the physiological needs which include food, clothing, shelter and water. The second level is safety needs which include safety, protection, security, education and investment. Level three involves love and belonging needs. People desire to belong to a family or an institution. The fourth level is concerned with esteem needs. After people have been accepted and belong to a group of people who are able to develop a sense of self-worth. The fifth level is self-actualization which is the ultimate goal or purpose of human behavior (Geller, 1982).

Maslow's hierarchy of needs is going to form the basis of this study for it can be used to discuss the importance of quality health provision everyone citizen. This may enhance good health characterized by low mortality rate, satisfactory birth rate and access to quality healthcare services. Basically in most public hospitals, there is lack of enough infrastructures such as wards, maternity wards, stocked labs and chemists to provide required services to the patients. The hospitals are also characterized by lack of adequate staff which generally compromises quality healthcare service delivery.

Health is considered to be a basic need and thus it can be left to operate on its own without fulfilling the other needs for example a person has to be psychologically stable/ fulfilled so as to concentrate, after being psychologically stable a person has to be shown love since it directly affects the psychology of an individual (Phelan, Link & Tehraniar, 2010). A sense of belonging also has to be realized for example a patient in public hospital has to receive the same warmth and love as the patient in a private hospital and also the hospitals should receive enough staffing and funding so as to help in the effective operations of the hospital and provision of quality health services.

Quality service delivery in public hospitals can be enhanced if all the players in health sector participate in implementing the devolution principles. Government should value the needs of its citizens and address the challenges in healthcare sectors adequately. Citizens need to be adequately provided with quality health services so that they can value themselves and take care of health needs and those of their fellow people; consequently ensure their health growth and development.

### **Change Theory**

The change theory of Kurt Lewin is based around the process Unfreeze, Change and Freeze, providing a higher level approach to the change process (Bernard, 2004). Using this theory the management or other change agents have a chance on a framework for implementing change effort however sensitive the matter under question is (Kritsonis, 2005). Change theory acknowledges the following steps implementing a radical change, reducing disruption of operations structure and permanent adoption of change.

The change theory can be adopted by a variety of change agents to ensure that the devolution of health services to the lowest levels is well executed. The hospitals operations and function are organized for the greater good of the people (Kipturgo, *et.al*, 2014). The changes may face

oppositions from certain quarters in the government due to the initial centralized system but with good understanding of the process of change, most administrators will be able to pass this through to their team members for effective utilization of devolved health system. The changes can be effected at the management, digitization of operations, staff motivation through regular training & rewards, performance contracting and streamlining the procurement process.

Unfreezing is simply a means of getting people to understand a perspective on their daily activities, reject their undesirable habits, and be open to new ways of achieving the objectives. It sets the wheels of change in motion (Lee, 2006). Making the hospital staff understands their duties and how they should effectively implement them will enhance efficient and quality healthcare service delivery, more so to the management and those responsible for the success of devolution.

Change involves taking new tasks and responsibilities so as to gain efficiency, but has to be gradual and sometimes bring slowness to the organization before it can steady (Kitur, 2015). Quality healthcare services should be delivered to the citizen at an affordable cost. Refreezing is making the change permanent which enhances new standards that should be adhered to so that effective service delivery is enhanced. With the concept of unfreeze, change and freeze in healthcare the success of devolution can be achieved coupled with quality healthcare service delivery to citizens at an affordable cost.

## **EMPIRICAL REVIEW**

### **Influence of Staff Competence on Service Delivery**

Githiri (2014) established extent to which staff training has affected customer service delivery in Standard Chartered Bank of Kenya. From the study findings, most of the respondents as indicated by 64.6 percent showed that staff training had affected customer service delivery to a large extent, 25.0 per cent of the response showed to a great extent, whereas 10.4per cent of the respondents indicated that staff training had affected customer service delivery to a moderate extent. These findings depict that staff training had affected customer service delivery in Standard Chartered Bank of Kenya, to a great extent. The study concluded that increased staff training enhances customer service delivery, since it helps staff to adjust to the personality of the customer, and thus able to tolerate their behaviors.

Beardwell, Holden & Claydon (2010) observed that after training or development, employees usually expect rewards especially after putting on more effort or becoming better skilled. The reward can be in form an increase in pay, promotion or a more demanding and a higher status job. Bartlett acknowledges this point although in different context. Kenneth Bartlett discovered, in his study among registered nurses, that the perceived profits of training are positively related to organizational commitment (and implicitly, job satisfaction). Further training offered by a firm to its employees can provide an opportunity for a promotion or an increase in salary.

Arifin (2010) investigated services satisfaction perceived by means of personnel in Majlis Perbandaran Pulau Pinang (MPPP) and in additionally looked at the relationship between employee abilities and perceived service excellence. The findings discovered that interpersonal ability are positively associated with perceived quality of service and employee abilities also are extensively associated with perceived service exceptional. So that you can reap abilities in

MPPP, personnel should accept publicity to many aspects so as to make them a higher performer.

Maina (2016) determined the influences of empowerment on organizational commitment in Kenya civil service. Specifically the study: determine the influence of structural and psychological empowerment on organizational commitment in Kenya Civil Service; and, assessed the restraining effect of procedural justice on the association between empowerment and organizational commitment. Results of the study showed significant influence of employees' structural empowerment on organizational commitment in Kenya Civil Service. The aspects of structural empowerment showed relationship with organizational commitment. There was a positive relationship between perceived support and organizational commitment.

The study concluded that there was a significant influence of employees' psychological empowerment on organizational commitment. This was drawn from the relationship of the aspects of psychological empowerment (meaning cognition, competence cognition, impact cognition and self-determination) with organizational commitment. All the aspects of psychological empowerment showed a positive relationship with organizational commitment. Therefore in organizations where employees find meaning in their work, have a strong belief in their skills and capability to perform their work better, have influence on the decisions that relate to their jobs, and have sense of freedom or autonomy about how they do their own work register high levels of organizational commitment. However psychological empowerment is largely related to affective organizational commitment and no other aspects of organizational commitment.

### **Influence of Management Support on Service Delivery**

Maloba (2014) established the results of total quality management implementation on service delivery at global vision Kenya. The targets of the study were to find out the impact of TQM implementation on service delivery at international vision Kenya and to deduce the obstacles facing the implementation of TQM at world vision Kenya. The results of the study examined well-shows that management had an effect on TQM implementation at global World Vision Kenya.

It was additionally established that world vision Kenya became client oriented and that it practices TQM to a very massive extent. The findings additionally discovered that TQM on client satisfaction was practiced to a moderate scale. The research findings revealed that the predominant obstacles in TQM implementation was tumbling the program to the lowest of the pyramid. The conclusion was that strategic control in any company is a crucial component in its effective management for successful functioning. The study recommended that emphasis have to be put on the incorporation of all of the standards of TQM for a success implementation of TQM and for the success of the company (Maloba, 2014).

Mose and Kibera (2015) assessed the impact regarding employment of service quality practices (top management support, employee supervision, purchaser orientation, information quality, payoffs and consciousness and product/service) on the performance regarding hotel corporations in Kenya. The findings revealed that expectation job management practices appreciably influenced performance. The coefficient of determination ( $R^2$ ) showed as service quality practices explained 14.8% of the discrepancy among overall performance. However, holding

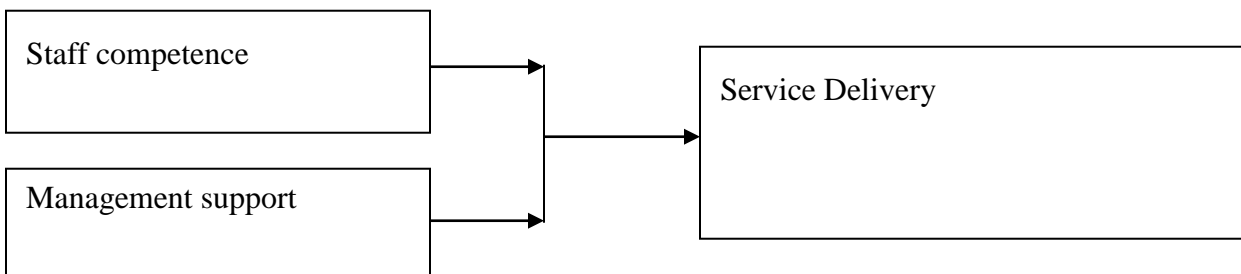
ignoble factors constant, a one unit extend among employment attribute practices would cause a 0.359 rise in firm performance.

Kaurai (2016) observed that the strategic change management practices at KENHA met the needs of stakeholder's interests, customer satisfaction and employee welfare. According to the study, the strategic change management practices were done through restructuring of KENHA, performance contracts, intensive training, periodic evaluations, competitive compensation, job promotions and digitalization of processes. The study also identified that the top leadership and global trends were the main change leaders of the strategic change management effort.

Nzuve and Njeru (2013) hooked up the perceived elements that have an effect on worker performance management within the metropolis Council of Nairobi. The look at observed out that the perceived elements that motivated overall performance control have been understanding of performance control, stakeholder involvement, non-stop tracking, feedback, dissemination and getting to know from results, organizational tradition and leadership commitment. The study encouraged that the council should contain all the stakeholders in arising with coverage choices so as to have an effect on them as this involvement will help lessen resistance to implementation of the selections. similarly, to help in adapting the council's culture to supply fine offerings, the council should allocate adequate resources for the schooling and development of its personnel.

Mwangangi (2015) examined the effect of logistics supervision on performance of manufacturing firms in Kenya. The study established that transport management provided better logistics efficiency, timely delivery, reduces operation costs and promotes services quality on firm hence bring on performance of the firm. The study findings rejected the null hypothesis and established that the influence of information flow management on firm performance was statistically significant. This finding submitted that an improvement in information flow would lead to an increased in mean index of information flow management increases the performance of the company by a positive unit. These findings, good information flow management was significant to firm performance.

### Conceptual Framework



**Figure 1: Conceptual Framework**



## RESEARCH METHODOLOGY

Descriptive research design was adopted in the current study. The target population of the study was 273 employees, eight (8) management staff, 35 doctors, 180 nurses, 40 laboratory technicians and 10 nutritionists and 10,000 patients totaling to 10273 respondents at Mbagathi District Hospital in Nairobi County. Census technique was used to select 8 management staff while simple random sampling was used to select 2 doctors, 7 nurses, 2 laboratory technicians, and 1 nutritionist and 386 patients. The study was both quantitative and qualitative in nature thus questionnaires and interview guides will be used to collect the data. Qualitative information was analyzed using content analysis whereas the quantitative data was analyzed using regression statistics. ANOVA test was carried out to test the significance of the overall model. Data analyzed presentation was done through tables and figures. The model to be estimated was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where,

Y–Service Delivery

X<sub>1</sub> –Staff Competence

X<sub>2</sub> – Management support

€= Error term

From the model,  $\beta_0$  = the constant term while the coefficient  $\beta_i = 1 \dots 4$  measures the sensitivity of the dependent variable (Y) to a unit change in the predictors X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> and X<sub>4</sub> while € is the error term.

## ANALYSIS, RESULTS AND DISCUSSIONS

### Response Rate

Four hundred and six questionnaires were administered to the respondents. However, a total of three hundred and nine (309) Questionnaires were appropriately answered and returned. Ninety seven (97) of the respondents never returned the questionnaires. The response rate result is shown in Table 1.

**Table 1: Response Rate**

Category	Frequency	Percent
Management	6	1.48%
Doctors	2	0.49%
Nurses	5	1.23%
Lab Technicians	1	0.25%
Nutritionists	1	0.25%
Patients	294	72.41%
<b>Total</b>	<b>309</b>	<b>76.10%</b>
<b>Unreturned</b>	<b>97</b>	<b>23.89%</b>
<b>Total</b>	<b>406</b>	<b>100%</b>

The response rate distribution was management (1.48%), doctors (0.49%), nurses (1.23%), laboratory technicians (0.25%), nutritionists (0.25%) and patients (72.41%). Overall response rate for the study was 76.10 percent. This response rate is considered good to make conclusions for the study. Bailey (2000) asserted that a response rate of 50% is adequate, while a response rate greater than 70% is very good. According to Kothari (2004), a response rate of 50% or more was adequate for a descriptive study. Based on the observation, the response rate in this case of 76.10% is therefore good for conclusion of the study. The data collection procedures used could have attributed to this high response rate. These included the use of research assistants, drop and pick mechanism, confidentiality assurance and anonymity issued to the respondents.

## DESCRIPTIVE STATISTICS

This part presents the descriptive information on staff competence, management support and service delivery. The statement on each of the thematic was scored on a Likert scale and percentage, mean and standard deviation obtained for each statement. The descriptive statistics were presented on basis of each objective.

### Staff Competence

The study assessed the influence of staff competence on service delivery of Mbagathi District Hospital in Nairobi County. Results were presented in Table 2.

**Table 2: Staff Competence**

Statements	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree	Mean	Std. Dev
Our facility offers training to the staff at appropriate times in order for them to adjust to the personality of the clients	8.10%	7.80%	2.90%	44.00%	37.20%	3.94	1.201
Our staff are trained regularly in order to increase commitment to work	4.50%	11.00%	7.40%	38.20%	38.80%	3.96	1.146
Our staff are equipped with adequate and necessary skills to address the needs of our patients	23.60%	14.20%	11.00%	32.40%	18.80%	3.08	1.47
We encourage our staff to develop good interpersonal skills for better service delivery	12.00%	11.30%	6.10%	38.50%	32.00%	3.67	1.346
Experienced members of staff are always encouraged to guide and support other members of staff	7.80%	10.70%	6.80%	40.80%	34.00%	3.83	1.228
<b>Average</b>						<b>3.7</b>	<b>1.27</b>

Results in Table 2 shows that 81.2 percent (44.00% +37.2%) of the respondents' agreed that their facility offered training to the staff at appropriate times in order for them to adjust to the personality of the clients, 15.9% disagreed while 2.9% were neutral on the statement. Seventy seven (77.0%) percent of the respondents' agreed that their staff were trained regularly in order to increase commitment to work, 15.5% of the respondents disagreed while 7.4% of the respondents were neutral. Fifty one point two (51.2%) percent of the respondents agreed that their staff were equipped with adequate and necessary skills to address the needs of their patients, 37.8% of the respondents disagreed and 11.0% were neutral. Similarly, 70.5% of the respondents agreed that they encouraged their staff to develop good interpersonal skills for better service delivery, 23.3% of the respondents disagreed while 6.1% were neutral. Seventy four point eight (74.8%) percent of the respondents agreed that experienced members of staff were always encouraged to guide and support other members of staff, 18.5% of the respondents disagreed while 6.8% were neutral.

The management acknowledged that aspects of psychological empowerment has positive relationship with job commitment. Therefore in hospital where employees find meaning in their work, have a strong belief in their skills and capability to perform their work better, have influence on the decisions that relate to their jobs, and have sense of freedom or autonomy about how they do their own work register high levels of work commitment. However psychological empowerment is largely related to affective work commitment and no other aspects of job commitment, supersedes the commitment of an employee to working. A competent hospital staff or healthcare worker enhances the quality of healthcare services Hospital management acquired, developed, and retained the qualified resources in order to address the dynamics of the environment and the ever-changing technology. Hospital assisted their staff in obtaining the necessary skills needed and, increase commitment. With acquiring of the necessary skills and knowledge hospital staff can qualify to undertake the requisite services which can improve the quality of healthcare service delivery. The mean shows the average score for the statements. Most of the scores averaged at 3.7 showing that most of statements were agreed on by the respondents. The standard deviation showed how much the scores varied from the mean. For most statements the deviation was 1.27 thus indication that the variation was reasonable, assumed to be natural variation.

### **Management Support**

The study investigated the influence of management support on service delivery of Mbagathi district hospital in Nairobi County. Results were presented in Table 3.

Results in Table 3 shows that 46.3 percent (27.5% +18.8%) of the respondents' agreed that their management recognized and rewarded members of staff who had performed well, 33.1% disagreed while 20.7% were neutral on the statement. Eighty (80.0%) percent of the respondents' agreed that their management championed for the achievement of their core values (better health care), 7.4% of the respondents disagreed while 12.6% of the respondents were neutral. Eighty seven point three (87.3%) percent of the respondents agreed that openness and transparency were consistently observed when performing the organizational duties, 8.1% of the respondents disagreed and 4.5% were neutral. Similarly, 86.4% of the respondents agreed that management encouraged professionalism among the staff for better service delivery, 6.1% of the

respondents disagreed while 7.4% were neutral. Seventy three point five (73.5%) percent of the respondents agreed that monitoring and evaluation of the facility performance was regularly undertaken by the management, 13.3% of the respondents disagreed while 13.3% were neutral.

**Table 3: Management Support**

Statements	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree	Mean	Std. Dev
The management recognizes and rewards members of staff who have performed well	4.90%	28.20%	20.70%	27.50%	18.80%	3.27	1.197
The management champions for the achievement of our core values	0.00%	7.40%	12.60%	37.90%	42.10%	4.15	0.909
Openness and transparency are consistently observed when performing the organizational duties	0.00%	8.10%	4.50%	45.60%	41.70%	4.21	0.863
The management encourages professionalism among the staff for better service delivery	0.00%	6.10%	7.40%	38.20%	48.20%	4.28	0.851
Monitoring and evaluation of the facility performance is regularly undertaken by the management	1.30%	12.00%	13.30%	39.80%	33.70%	3.93	1.031
<b>Average</b>						<b>3.97</b>	<b>0.97</b>

The management acknowledged that they concentrated on the employee's involvement, customer focus, employee training and development, quality information and product/service design. With a full support of the hospital staff by the management, they are able to acquire skills which shall make them competent and committed to their work. This can boost service delivery in the hospitals. Management provided better logistics efficiency, timely delivery, reduced operation costs and promotes services quality on hospital hence bring on better service delivery.

The mean shows the average score for the statements. Most of the scores averaged at 3.97 showing that most of statements were agreed on by the respondents. The standard deviation showed how much the scores varied from the mean. For most statements the deviation was 0.97 thus indication that the variation was reasonable, assumed to be natural variation.

### Service Delivery

The study established service delivery of Mbagathi District Hospital in Nairobi County. Results were presented in Table 4.

**Table 4: Service Delivery**

Statements	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree	Mean	Std. Dev
Customer Satisfaction	6.10%	12.30%	6.50%	40.50%	34.60%	3.85	1.2
Customer Loyalty & Retention	20.40%	11.30%	5.20%	36.20%	26.90%	3.38	1.493
Organization Growth	4.20%	11.00%	11.30%	39.80%	33.70%	3.89	1.135
Monitoring and evaluation	0.00%	6.80%	5.20%	47.60%	40.50%	4.25	0.836
Adequate facility equipment	13.60%	11.00%	2.90%	43.40%	29.10%	3.63	1.362
Response rate to emergencies and critical issues	13.30%	4.90%	1.00%	47.90%	33.00%	3.83	1.305
Adequate staff	6.80%	10.00%	3.20%	47.90%	32.00%	3.88	1.165
Average						3.81	1.21

Results in Table 4 shows that 75.1 percent (40.5% +34.6%) of the respondents' agreed that their customers were satisfied, 18.4% disagreed while 6.5% were neutral on the statement. Sixty three point one (63.1%) percent of the respondents' agreed that their customers were loyal and were still coming for their services, 31.7% of the respondents disagreed while 5.2% of the respondents were neutral. Seventy three point five (73.5%) percent of the respondents agreed that they had growth in their organization, 15.2% of the respondents disagreed and 11.3% were neutral. Similarly, 88.1% of the respondents agreed that monitoring and evaluation was one of the aspects of service delivery measure, 6.8% of the respondents disagreed while 5.2% were neutral. Seventy two point five (72.5%) percent of the respondents agreed that their hospital had adequate facility equipment, 13.6 of the respondents disagreed while 13.9% were neutral. Eighty point nine (80.9%) percent of the respondents agreed that their response rate to emergencies and critical issues was good, 18.2% of the respondents disagreed while 1.0% were neutral. Lastly, seventy nine point nine (79.9%) percent of the respondents agreed that their hospital had adequate staff, 16.8% of the respondents disagreed while 3.2% were neutral.

The management acknowledged that quality service delivery existed in their hospital and had been embraced. Quality of health service delivery was achieved by improving the existing systems to conform to the international standards. This was achieved through enhancing the hospital infrastructure, use of technology, hiring more qualified and professional healthcare staff and improving the working conditions within the hospital. Some of the challenges that impede service delivery in the hospital included bureaucratic issues, inadequate support from the



government, influx of patients from other health centers to beyond the capacity of the hospital and inadequacy of modern health care facilities in the hospital.

The mean shows the average score for the statements. Most of the scores averaged at 3.81 showing that most of statements were agreed on by the respondents. The standard deviation showed how much the scores varied from the mean. For most statements the deviation was 1.21 thus indication that the variation was reasonable, assumed to be natural variation.

### INFERENTIAL STATISTICS

Inferential statistics are a set of procedures used to make generalization, estimates, predictions or decisions. Inferential statistics was carried out to establish the factors influencing service delivery of public health sector in Nairobi County, Kenya. Correlation analysis was used to establish the association between factors and service delivery of public health sector in Nairobi County, Kenya. Regression analysis was used to establish the relationship between factors service delivery of public health sector in Nairobi County, Kenya.

#### Correlation Analysis

Correlation analysis was carried out to detect the association between the dependent variable, service delivery and the independent variables of staff competence and management support. The mean score for each of the independent variables was calculated and the Pearson's correlation obtained using SPSS. The result is presented in Table 5.

**Table 5: Association between Factors on Employee Job Satisfaction and Service Delivery**

Correlations		Staff Competence	Management Support	Service Delivery
Staff Competence	Pearson			
	Correlation	1.000		
Management Support	Sig. (2-tailed)			
	Pearson			
	Correlation	.405**	1.000	
	Sig. (2-tailed)	0.000		
Service Delivery	Pearson			
	Correlation	.520**	.515**	1.000
	Sig. (2-tailed)	0.000	0.000	

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

Results in Table 5 revealed that there was a strong and positive association between staff competence and service delivery (0.520, P-value=0.000 <0.05). Additionally, there was a strong and positive association between management support and service delivery (0.515, P-value=0.000 <0.05).

## Regression Analysis

Regression analysis is a statistics process of that involves the estimating of relationship between variables. It is used to establish the statistical significance relationship between the independent variables (staff competence and management support) and dependent variable (service delivery). The regression of coefficients results in Table 6 indicates that staff competence was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ( $\beta = 0.128$ ,  $p = 0.000$ ). Management support was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ( $\beta = 0.121$ ,  $p = 0.000$ ). In general, the result implies that there was a positive and significant relationship between staff competence, management support and service delivery in hospitals in Nairobi County, Kenya.

**Table 6: Regression of Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.261	0.146		8.668	0.000
Staff Competence	0.128	0.03	0.204	4.202	0.000
Management Support	0.121	0.033	0.179	3.656	0.000

a Dependent Variable: Service Delivery

Thus, the optimal model of the study is;

$$Y = 1.261 + 0.128X_1 + 0.121X_2$$

Where,

Y–Service Delivery

$X_1$  – Staff Competence

$X_2$  – Management Support

## DISCUSSION OF THE FINDINGS

The study assessed the influence of staff competence on service delivery of Mbagathi district hospital in Nairobi County. Correlation result revealed that there was a strong and positive association between staff competence and service delivery (0.520,  $P\text{-value} = 0.000 < 0.05$ ). Regression analysis revealed that staff competence was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ( $\beta = 0.128$ ,  $p = 0.000$ ). This implies that a unit increase staff competence leads to an increase in 0.128 units of service delivery in hospitals in Nairobi County, Kenya. This means that facility offering training to the staff, staff trained regularly, staff equipped with adequate and necessary skills, management encouraging staff to develop good interpersonal skills and experienced members of staff encouraged to guide other staff in their course of duty are vital and informs service delivery in hospitals.

The result informs Githiri (2014) that staff training affected customer service delivery in Standard Chartered Bank of Kenya, to a great extent. The study concluded that increased staff

training enhances customer service delivery, since it helps staff to adjust to the personality of the customer, and thus able to tolerate their behaviors. Moreover, Arifin (2010) opined that interpersonal ability are positively associated with perceived quality of service and employee abilities also are extensively associated with perceived service exceptional. So that you can reap abilities in service delivery, personnel should accept publicity to many aspects so as to make them a higher performer.

Influence of management support on service delivery of Mbagathi district hospital in Nairobi County was also investigated in the study. Correlation results revealed that there was a strong and positive association between management support and service delivery (0.515, P-value=0.000 <0.05). Regression analysis indicated that management support was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ( $\beta = 0.121$ ,  $p = 0.000$ ). This implies that a unit increase management support leads to an increase in 0.121 units of service delivery in hospitals in Nairobi County, Kenya. This means that recognition and rewards on members of staff, championing for the achievement, openness and transparency, management encouraging professionalism, monitoring and evaluation of the facility performance influences service delivery in hospitals.

The result is consistent with Kaurai (2016) that performance contracts, intensive training, periodic evaluations, competitive compensation, job promotions and digitalization of processes are inherent to service delivery. The study also identified that the top leadership and global trends were the main change leaders of the strategic change management effort. Similarly, Maloba (2014) showed that management had an effect on TQM implementation at global World Vision Kenya. It was additionally established that world vision Kenya became client oriented and that it practices TQM to a very massive extent. The findings additionally discovered that TQM on client satisfaction was practiced to a moderate scale. The research findings revealed that the predominant obstacles in TQM implementation were tumbling the program to the lowest of the pyramid. The conclusion was that strategic control in any company is a crucial component in its effective management for successful functioning.

## **CONCLUSION**

Facility offering training to the staff, staff trained regularly, staff equipped with adequate and necessary skills are key impetus to service delivery. Management encouraging staff to develop good interpersonal skills and experienced members of staff guiding other staff in their course of duty is vital and informs service delivery in hospitals. Therefore in hospital where employees find meaning in their work, have a strong belief in their skills and capability to perform their work better, have influence on the decisions that relate to their jobs, and have sense of freedom or autonomy about how they do their own work register high levels of work commitment.

Recognition and rewards on members of staff, championing for the achievement, openness and transparency, management encouraging professionalism, monitoring and evaluation of the facility performance influences service delivery in hospitals. With a full support of the hospital staff by the management, they are able to acquire skills which shall make them competent and committed to their work. This can boost service delivery in the hospitals.

## RECOMMENDATIONS

Management should invest in employees through training and developing them into leaders is likely to improve the quality of service delivery. Hospital management should acquire, develop, and retain the qualified resources in order to address the dynamics of the environment and the ever-changing technology. Hospital can assist their staff in obtaining the necessary skills needed and, increase commitment. With acquiring of the necessary skills and knowledge hospital staff can qualify to undertake the requisite services which can improve the quality of healthcare service delivery.

Management should recognize and reward members of staff and champion for the achievement of set goals and objectives. They should encourage openness and transparency, professionalism, monitoring and evaluation of the facility performance. With a full support of the hospital staff by the management, they can be able to acquire skills which shall make them competent and committed to their work. This can boost service delivery in the hospitals.

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