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Influence of Staff Ethical Training Need Assessment on Service Delivery in Mandera County Government, Kenya

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Abstract:
The study purpose was to ascertain influence of staff ethical training needs assessment on service delivery in Mandera County government. This investigation utilized a mixed methodology research method. Descriptive research design was adopted by the study since it guaranteed the gathering and scrutiny of data from study populace. The study targeted staff in Mandera county government. The research targeted was 2225 staff working in the county and was distributed among the departments. The study used Krejcie & Morgan sampling table which shows that when the population is 2225, sample ought to be 377. The sample was then distributed proportionately across the departments. The study regression results showed that ethical training needs assessment had an important association with Service Delivery (R=.498). Similarly, ethical training needs assessment was established to meaningfully affect Service Delivery in Mandera County Government in that it had R^2 = .248, which means that 24.8 percent of service delivery in Mandera County government can be explained by training need assessment. The study recommended that the county governments should conduct ethical training needs assessment for their public relations staff on service delivery. Ethical training needs assessment should identify gaps that are hindering effective service delivery among public relations staff on service delivery. Ethical training needs assessment should aim at identifying the level of knowledge, attitude towards work and skills on service delivery. Ethical training needs assessment should suggest the time that should be allocated for public relations staff training. This because the coefficients outcomes indicated that public relations training (Staff training delivery, Staff training planning and Staff training needs assessment) all had clearly on service delivery.

Keywords: Staff ethical training need assessment, service delivery, Mandera county government, Kenya

1. Introduction

Majority of the countries worldwide consider public services as the primary point of interface amid the government and members of public. Open government system plays more and more significant role in enhancing public services delivery (Asiegbu, Igwe & Akekue, 2012). Delivery of goods and services cannot fall to the state. The open system of governance inspires greater coordination and collaborations amongst public establishments, private sector and civil society (Amiresmaili, Rostami & Isfahani, 2012). An operational public sector that provides quality services which are consistent with civilian preference and that nurtures private markets-led development while handling monetary resources sensibly is deliberated critical to World Bank's mission of poverty mitigation and accomplishment of Millennium Development Goals (Choong -Sik, 2015). This significant fresh series aimed at advancing those objectives by publicizing conceptual direction and teachings from practices and also facilitation of learning from each other's 'experiences and practices that stimulate receptive, answerable and responsible public governance in developing nations (Batley, McCourt & Mcloughlin, 2012).

Public service providers including nurses', teachers' and social workers' have daily interactions with their clients', so for them engagement with populaces is not new. What is dissimilar, though, is about citizens engagements in public services delivery is that the engagement may take place anyplace along delivery continuum from involvements with up-stream policies making. The closer interactions with frontline service providers at that point of delivery and that citizen can be authorized visa vies public executives to monitor performances, influencing decision making or even taking part in design and delivery of services. To be able to comprehend public relations in context of service delivery, it is valuable to deliberate on the roles of 3 main groups of actors involved which are citizens, politicians and public officials (Christodoulides, Jevons & Bonhomme, 2012).

Public relations help in strengthening the affiliation amongst customers' and organizations. 'This has the meaning that customers derive actual value from association that interprets into values for organizations of enhancing productivity and sustain ability for a lengthy period of time (Chukwueah, 2010). There is need for an organization to ensure that it promotes good relations amid customers and satisfied customers' form basis of any successful corporate since customers' satisfactions may lead to recurrence purchases. The customers are satisfied with products or services presented, brand

loyalty and optimistic words of mouth, client loyalties and customers retention (Gerlitz & Hel- mond, 2013).

2. Literature Review

Xifra (2012) studied influence of training needs assessment on performance of national police service. The study explored in what way training needs was customary, by what means training methods were done and their impact on police service performance. The study used descriptive survey as it designs while main participants were police officers in service. The study had a sample of 384 police officers. Primary and secondary bases were used by scholar to assemble data. To facilitate analysis of associations amongst variables and explanation of variables in terms of mutual essential dimensions factor examination was used. The questionnaires were also administered to participants' supervisors and members of the public who visited these institutions for various services. The questionnaires had questions to facilitate the gathering of quantifiable and qualitative data from interviewees. The tabulated quantitative data was scrutinized using multiple regression analysis and offered in tables, figures and charts while qualitative data was evaluated by use of contents examination technique to come up with themes that were presented in tabular form.

Ye and Ki (2012) studied training need assessment of dispensing pharmacists in Maharashtra**.** Out of total 229 participants enrolled; 25 office bearers participated in FGD; remaining 204 pharmacists participated in Questionnaire survey. FGD result revealed no organizational training plan existed and officials were not having any insight about training needs of Pharmacists. Questionnaire survey showed low response in terms of knowledge (3 - 9.3%) and low practice level (2.4 - 33.8%) in terms of patient-oriented services, whereas attitude to provide patient care services was high (80 - 100%). Pharmacist's responses regarding KAP-T had no significant difference on comparison (p>0.05). More than 80% pharmacists felt that regular trainings are very much required for updating knowledge and enhancing their skills to provide effective patient care.

Yeboah, Ansong, Yeboah, Antwi and Yiranbon (2014) studied present practices of training assessments inside Abu Dhabi Police (ADP) in the United Arab Emirates (UAE), so as to ascertain diverse obstructions to operative application. The questionnaires were also administered to participants' supervisors and members of the public who visited these institutions for various services. The questionnaires had questions to facilitate the gathering of quantifiable and qualitative data from interviewees. The key results of study exposed that training need assessments are aware of the key in the organization and were of the view that upon the completion of their training, they share what they have learned with other officers. The study also revealed that training needs examination is normally done prior to organizing training programmers at the Abu Dhabi Police in the United Arab Emirates (UAE). The theoretical review was a review of theories formulated by researchers concerning variables of the study which included significance of awareness, creating of interests, provision of information and creating image on service delivery.

The system theory was driven from theory of general systems of Bertalanffy (1950) whose thoughts were embraced by others, such as Kenneth, Bounding, Wasiam Ross Ashby and Anatol Rapoport who work in mathematics, psychology, biology, game theory and social network analysis. The system theory is used for practice of public relations. The theory of the system establishes an attracted structure to see organizations and their relationships with the environment. It is used to explain how public relations help to understand and manage the relationships that an association has with shareholders and the public that make up its environment. The expansion of this limit has been considered a key role for public relations professionals, who would provide information to the environment on the organization and return environmental information to the organization's decision makers (Gerlitz and Helmond, 2013).
Public instruction should design public relations in such a way that unit is efficient and flexible in-service delivery. The study relates to training needs assessment, training planning and training deliver. The theory was helping the study employ a system approach when delivering services to the citizens. The theory shows the importance of training needs assessment, training planning and training deliver to public institutions (Gerlitz and Helmond, 2013).

3. Research Methodology

This investigation utilized a mixed methodology research method. The mixed methodology research methodology involves the collection, analysis and incorporating quantitative (5-point Likert scale questionnaire scale) and qualitative (e.g., interviews) research. This research methodology is appropriate for studies that are using both the quantifiable and qualitative data which are collected at the same time in an attempt to achieve the study objectives as well as answering the study questions (Howell, 2013).

3.1. Research Design

Descriptive research design was adopted by the study since it guaranteed the gathering and scrutiny of data from study populace. Peil, (2005) is of the argument that Descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. It is useful when not much is known yet about the topic or problem. Before you can research why something happens, you need to understand how, when and where it happens (Gerring, 2014). The study design permitted the investigator to bring out influence of public relations training on Service Delivery in Mandera County.

3.2. Location of the Study

The study was done in Mandera County which is positioned in North Eastern part of Kenya. The County administratively has six Sub-Counties which include; Mandera West, Mandera South, Banissa, Mandera North, Mandera East and Lafey. Mandera County is significance for the study since I work there and has been experiencing poor service

delivery.

3.3. Target Population

The study targeted staff in Mandera county government. The research targeted staff from all the departments. According to Mandera County government human resource (2019), there is 2225 staff working in the county hence the study target population is 2225 and distributed among the departments as presented in Table 1.

Category	Population
Agriculture, irrigation, livestock, fisheries and veterinary services,	130
Water, Sanitation, Energy & Natural Resources	100
Land, housing and physical planning	25
Education & Social Services	520
Finance and Planning	180
Roads, Transport & Public Works	80
Health services	750
Public Service Management	400
Trade and Cooperatives	20
Gender and Social services	20
Total	**2225**

Table 1: Target Population
Source: Mandera County Government HR Dept (2021)

3.4. Sampling Procedures and Techniques

According to Howell (2013), the sampling design denotes portion of study strategy that specifies how cases should be nominated for scrutiny. The study used Krejcie & Morgan (1970) sampling table which shows that when the population is 2225, sample ought to be 377. The sample was then distributed proportionately across the departments as presented in Table 2.

Category	Population	Sample Size
Agriculture, irrigation, livestock, fisheries and veterinary services	130	15
Water, Sanitation, Energy & Natural Resources	100	13
Land, housing and physical planning	25	4
Education & Social Services	520	70
Finance and Planning	180	31
Roads, Transport & Public Works	80	16
Health services	750	114
Public Service Management	400	60
Trade and Cooperatives	20	2
Gender and Social services	20	2
Total	**2225**	**327**

Table 2: Sample Size Determination
Source: Researcher, 2021

3.5. Data Collection Methods and Procedures

Scholar collected an authorization letter from university to obtain permission to collect data from the county government. Employees got permission to disclose the data from their senior managers. The questionnaires were administered by researcher himself where questionnaires were dispatched to staff and latter collected. Questionnaires needed the respondents to fill the forms on their own. The questionnaires were prepared in the English language since the respondents are literate. The scholar obtained secondary data which were used to cross-validate the primary data. Secondary data were composed by tentative published literatures including journal articles, published theses, textbooks, extracts from interviews and comments. They offered information on the assortment of variables, the development of tools and discussion of results.

3.6. Data Analysis Techniques and Procedures

In keeping with Franklin (2012), facts evaluation is a manner that brings order, shape and meaning to the collected data. The data accumulated is encoded and entered in spreadsheets and analyzed with use of SPSS version twenty-one. SPSS version twenty-one has capabilities that aid descriptive records comparing variable responses and affords a clean indication of frequencies (Zikmund, 2010). As soon as the raw data was gathered, the suitable registration

of the solutions and the integrity of the questionnaires can be confirmed. Then they were coded and the reaction of each element is positioned in specific classes that answer the studies questions. The data was summarized with the usage of the descriptive distributions, rankings by use of a small number of indices or the statistics to ex- plain and equate the variables statistically.

Descriptive figures were used to provide the anticipated summary figures on the variables to be premeditated (Zikmund, 2010). The output can be shown in the frequency distribution tables that provide the m e a n score or reaction happened. The rankings were offered by probabilities and pie charts to symbolize the records in a graphic layout. Version 21 of SPSS gives information control skills and numerous routine facts and can analyze small to very many records. The coded data was inserted in a spreadsheet using the software program of version 21 of statistical package of social sciences (SPSS) to produce reports that are quantitative by tabulating, percentage and measuring central tendency. Various data analysis techniques were used to examine associations amongst variable in final sample that include multiple regression analysis and variance analysis (ANOVA). Inferential statistics will be used for the study since it allows the researcher to make predictions ('inferences') from that data. With inferential statistics, the researcher takes data from samples and makes generalizations about a population.

Communicative validation of the empirical results was carried out to demonstrate the veracity or truthfulness of the knowledge acquired in the study. Qualitative records can be derived from previous studies and from analyzing the data in the questionnaire. The deductions from the analyzed records helped answer the study questions and were compared with the outcomes of preceding surveys. Linear regression examination helped in understanding how much the reliant on variable variability when we change self-governing variables. Multiple regression method was used to decide the association amongst reliant on and self-governing. Multiple regression analysis allows researchers to assess the strength of the relationship between an outcome (the dependent variable) and several predictor variables as well as the importance of each of the predictors to the relationship, often with the effect of other predictors statistically eliminated, variables as follows;

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_{3+} \varepsilon$

Where:

Y = Service delivery β_0 is the Constant

$\beta_1, \beta_2, \beta_3,$ = Regression coefficients

X_1 = Training Needs Assessment

X_2 = Training Planning

X_3 = Training Delivery

ε = Error term

4. Data Analysis

4.1. Descriptive Statistics Results

This segment shows descriptive statistics outcomes on TNA, training planning, training delivery and service delivery.

4.1.1. Staff Training Needs Assessment

The ethical staff TNA was measured using five statements. Table 3 below shows the summary on training needs assessment;

	N	Mean	Std. Deviation
Training aims at improving public relations staff knowledge to deliver service	301	3.1993	1.20006
Training aims at improving public relations staff skills in service delivery	301	2.7176	1.51327
Training of public relations staff aims at improving attitude of public relations staff on service delivery	301	4.3389	.79464
Training help identify public relations staff abilities to deliver services	301	4.3422	.79531
Need analysis is regularly conducted on public relations staff so as to improve service.	301	2.4518	1.07789

Table 3: Ethical Training Needs Assessment
Source: Researcher, 2021

Respondents were neutral that training aims at improving public relations staff knowledge to deliver service which was shown by (Mean=3.1993 Standard Deviation=1.20006), this shows that training did very little at improving the knowledge of the public relations staff, the study findings disagrees with James, (1985) system theory which explain how public relations help to understand and manage the relationships that an association has with shareholders and the public that make up its environment.

Respondents were neutral that training aims at improving public relations staff skills in service delivery which was evidenced by (Mean=2.7176 Standard Deviation=1.51327), this shows that this shows that training did very little at improving the skills of the public relations staff. This is centrally to excellence theory by James, (1985) which shows how

public relations make legalizations more operative, how they should be structured and administered so that they contribute to the effectiveness of the organization and how determine la monetary value of public relations. Respondents agreed that training of PR staff aims at improving attitude of public relations staff on service delivery which was shown by (Mean=4.3389 Standard Deviation=0. .79464), this shows that training did very little at changing the attitude of the county government public relations staff.

The study agrees with Xifra (2012) who argued that training affects the performance. Respondents agreed that training help identify PR staff abilities to deliver services which was evidenced by (Mean=4.3422 Standard Deviation=0.79531), this shows that training has helped to some extent identify public relations staff abilities to deliver services. Ye and Ki (2012) studied training need assessment of dispensing pharmacists in Maharashtra. Out of total 229 participants enrolled; 25 office bearers participated in FGD; remaining 204 pharmacists participated in Questionnaire survey. FGD result revealed no organizational training plan existed and officials were not having any insight about training needs of Pharmacists. Questionnaire survey showed low response in terms of knowledge (3 - 9.3%) and low practice level (2.4 - 33.8%) in terms of patient-oriented services, whereas attitude to provide patient care services was high (80 - 100%). Pharmacist's responses regarding KAP-T had no significant difference on comparison (p>0.05). More than 80% pharmacists felt that regular trainings are very much required for updating knowledge and enhancing their skills to provide effective patient care. Xifra (2012) who argued that training affects the performance. Respondents disagreed that need analysis is regularly conducted on public relations staff so as to improve service which was evidenced by (Mean=2.4518 Standard Deviation =1.07789), this shows that need analysis was not conducted regularly on public relations staff which did very little to improve the service.

4.2. Correlation for Accountability Practice Indicators

4.2.1. Influence of Staff Training Need Assessment on Service Delivery
The researcher carried out a correlation analysis between training needs assessment and Service Delivery and appropriate outcome presented in Table 4.

		Training Needs Assessment	Service Delivery
Training Needs Assessment	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	301	
Service Delivery	Pearson Correlation	.498**	1
	Sig. (2-tailed)	.000	
	N	301	
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4: Correlations for Training Needs Assessment
Source: Researcher, 2021

Association examination among ethical training needs assessment and service delivery in MCG results showed a robust and optimistic association between training needs assessment and Service Delivery. The affiliation was also substantial (r = 0. .498**, p< .01) hence training needs assessment had a major connection with service delivery. The study findings concur with Xifra (2012) who studied influence of training needs assessment on performance of national police service and found a correlation amongst the study variables. The study explored in what way training needs was customary, by what means training methods were done and their impact on police service performance. The study used descriptive survey as it designs while main participants were police officers in service. The study had a sample of 384 police officers. Primary and secondary bases were used by scholar to assemble data. To facilitate analysis of associations amongst variables and explanation of variables in terms of mutual essential dimensions factor examination was used. The questionnaires were also administered to participants' supervisors and members of the public who visited these institutions for various services. The questionnaires had questions to facilitate the gathering of quantifiable and qualitative data from interviewees. The tabulated quantitative data was scrutinized using multiple regression analysis and offered in tables, figures and charts while qualitative data was evaluated by use of contents examination technique to come up with themes that were presented in tabular form.

4.3. Regression Analysis for Staff Ethical Training Need Assessment and Service Delivery
The objective one was to examine effect of staff training need assessment on Service Delivery in Mandera County government. Service Delivery was regressed against staff training need assessment and the outcome presented in Table 5.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498a	.248	.186	.37211
a. Predictors: (Constant), Ethical Training Needs Assessment				

Table 5: Model Summary for Training Needs Assessment
Source: Researcher, 2021

The study outcome in Table 5 showed that training needs assessment had an important connection with Service Delivery (R=.498). Similarly, training needs assessment was established to meaningfully affect Service Delivery in Mandera County Government in that it had R^2 = .248, which means that 24.8 percent of service delivery in Mandera County government can be explained by training need assessment. The ANOVA study results of training need assessment and service delivery has been offered in Table 6 below.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.026	1	4.026	29.074	.000[b]
	Residual	41.401	299	.138		
	Total	45.426	300			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Training Needs Assessment						

Table 6: ANOVA for Training Needs Assessment and Service Delivery
Source: Researcher, 2021

The ANOVA study outcome for training needs assessment and service delivery showed that training need assessment effect on service delivery in Mandera County government was statistically important because it had a P-value which is less that .05 at 95% confidence level (p-value= .000). The F-value of 29.074 which is more than 1 indicated that the prediction ability of the regression model was a powerful tool of predicting levels of service delivery in Mandera County government given training need assessment. This showed that research findings were in concurrence with Xifra (2012) who studied influence of training needs assessment on performance of national police service. The study explored in what way training needs was customary, by what means training methods were done and their impact on police service performance. The study used descriptive survey as it designs while main participants were police officers in service. The study had a sample of 384 police officers. Primary and secondary bases were used by scholar to assemble data. To facilitate analysis of associations amongst variables and explanation of variables in terms of mutual essential dimensions factor examination was used. The questionnaires were also administered to participants' supervisors and members of the public who visited these institutions for various services. The questionnaires had questions to facilitate the gathering of quantifiable and qualitative data from interviewees. The tabulated quantitative data was scrutinized using multiple regression analysis and offered in tables, figures and charts while qualitative data was evaluated by use of contents examination technique to come up with themes that were presented in tabular form.

5. Discussion, Conclusion and Recommendation

Respondents were neutral that training aims at improving public relations staff knowledge to deliver service which was shown by (Mean=3.1993 Standard Deviation=1.20006). Respondents were neutral that training aims at improving public relations public relations staff skills in service delivery which was evidenced by (Mean=2.7176 Standard Deviation=1.51327). Respondents agreed that training of public relations staff aims at improving attitude of public relations staff on service delivery which was shown by (Mean=4.3389 Standard Deviation=0. .79464). Respondents agreed that training help identify public relations staff abilities to deliver services which was evidenced by (Mean=4.3422 Standard Deviation=0.79531. Respondents disagreed that need analysis is regularly conducted on public relations staff so as to improve service which was evidenced by (Mean=2.4518 Standard Deviation=1.07789).

The correlation analysis amongst training needs assessment and service delivery in Mandera County government outcomes showed a robust and optimistic connotation among training needs assessment and service delivery. Affiliation was also substantial (r = 0. .498, p< .01) hence training needs assessment had a major connection with service delivery. Similarly, staff training needs assessment was found to significantly affect service delivery in Mandera County Government in that it had R^2 = .248, which means that 24.8 percent of service delivery in Mandera County government can be explained by training need assessment. ANOVA for to training needs assessment and service delivery showed that the p-value was less than .05 hence the effect was significant. The ANOVA study outcome for training needs assessment and service delivery showed that training need assessment effect on service delivery in Mandera County government was statistically important because it had a P-value which is less that .05 at 95% confidence level (p-value= .000).

Ethical Training need assessment was found to improve the knowledge of the public relations staff on service delivery. The county governments should conduct training needs assessment for their public relations staff on service delivery. Training needs assessment should identify gaps that are hindering effective service delivery among public relations staff on service delivery. Training needs assessment should aim at identifying the level of knowledge, attitude towards work and skills on service delivery. Training needs assessment should suggest the time that should be allocated for public relations staff training. This because the coefficients outcomes indicated that public relations training (Staff training delivery, Staff training planning and Staff training needs assessment) all had clearly on service delivery.

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