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A Critical Review of Organizational Development and Service Delivery in the Public Sector

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Abstract:
Organizational Development, strategically implemented and managed, propels organisational progress and Service delivery. While many scholarly works have discussed this approach of organisation management, empirical and theoretical gaps persist. This study discusses organisation development and service delivery with respect to the provision of public goods in the public sector context. The public sector has been highlighted to be in the forefront of accommodating organization Development approaches and initiatives. The study adopts a document review approach to reveal the conceptual issues relating to the constructs of public sector, organization development and service delivery. A number of theories and models have been appraised including institutional theory, agency theory, goal setting theory, resource dependency theory and system theory. The models that have been reviewed are action research model by Lewin, Lewin three-step model, and Porter and Lawler expectancy model. The purpose of the study was to undertake empirical and theoretical review on the organization development linkage to service delivery in the public sector context and to propose a theoretical model which can be used for future research. The study will significantly enrich the literature of organization development upon which future researchers shall conduct further research. In addition, the study will assist the governments to identify appropriate approaches that can be utilized in improving service delivery in public sector. The study proposes a theoretical model that links organization development and service in public sector and that this relationship is mediated by public sector organizational systems and moderated by organization environmental influence. The research recommends future research to empirically test the proposed relationships.

Keywords: Organizational Development (OD), Public Sector, Environmental influence and Service Delivery

1. Introduction

Strategic planning entails formulating ideas for future decision-making process and is the foundation of effective management systems enabling organizations to achieve their goals and objectives (Otwoma, 2012; Hitt, Ireland & Hoskisson (2007). In his discussion of strategic planning within a public administration context, Otwoma (2012) asserts that strategic planning is significant in assessing the capacity of an agency to meet specific tasks and goals. The strategic planning process involves situation analysis which in itself contains environmental scanning; both external and internal environments. This is followed by strategy formulation necessitated by the organization's set objectives and goals, which in themselves are championed by the mission of the organization. Strategy implementation and subsequent monitoring and evaluation follow in the process and are equally important as strategy remains in paper, unless implemented effectively and efficiently to ensure that the organization or the firm achieves its set goals and objectives.

Strategy implementation stage requires organizational change so as to create an enabling environment and capabilities for the success of the strategy. This organizational change must itself be planned so as to ensure it fits to the selected strategy. The practice of planned organization change has been referred to as Organization development (OD) in organizational research (Cummings & Worley, 2008). This OD-strategy implementation relationship is supported by Cummings and Worley (2005) when they assert that OD is a system-wide application that involves the transfer of behavioral science knowledge into planned development results in the betterment and reinforcement of business strategies, their structures and internal processes and leads to organization effectiveness and efficiency.

OD is used increasingly in strategic change initiatives in public sector organizations (Patchett, 2005; Teo & Crawford, 2005). The reasons for strategic change in the public sector are mostly found in abrupt and predominantly exogenous jolts such as changing policies or legislation, technological change, top management replacements or reorganizations such as the amalgamation or the breaking up of public agencies. These kinds of development require decisive and large scale strategic change to regain congruence between the organization's goals, the environment and the organization. In these instances, public sector organizations have a tendency to adopt a strategic-management-inspired approach of generating change in a top-down fashion (Ferlie 1996).Such an approach seems particularly appropriate because the top management team is in the best position to initiate and implement quick and purposeful organizational change, and they have the means and the position to work from a system-wide perspective that does not

reflect functional or departmental biases (Conger, 2000; Jensen, 2000). From an OD point of view, however, a bottom-up approach with the full participation and active involvement of all employees is seen as essential for generating commitment and ensuring the strategic reorientation is actually realized (Beer, 2000; Bennis, 2000; Dunphy, 2000; French ., 2000; Cummings and Worley, 2005). The combination of both approaches is not an easy matter as a number of case studies have shown (Bate et al., 2000; Beer, 2001; O'Brien, 2002; Balogun and Hailey, 2004; Burnes, 2004).

In comparison to private organizations, public organizations are often characterized by a multitude of decision-makers, a larger diversity of stakeholders, more intensive organizational dynamics and a more bureaucratic organizational design. Patchett (2005) puts it that the political nature of the legislative and representation process and the functional expert and efficiency orientation of the administrative process produce important tensions in a public-sector organization. The particular context of a public organization puts specific demands on the management of change, for instance, with regard to working with different authorities and handling the influence of legislation and the political field of force effectively.

Ferlie *et al*. (1996) described the management of change in the public sector as a combination of top-down radical shock strategies and the exercise of political clout. This clearly fits the strategic management approach where strategic change is achieved by way of a pre-designed top-down implementation process after the content of the new strategy has been formulated (Dunphy, 2000; Balogun and Hailey, 2004;Burnes, 2004). However, comparisons between decision-making in public and in private organizations have revealed that successful implementation in the public sector also requires a bottom-up approach with some degree of employee participation (Rodrigues and Hickson, 1995). This explains the growing interest in OD concepts and methods in the public sector (Robertson and Seneviratne, 1995; Ferlie ., 1996; Patchett, 2005; Teo & Crawford, 2005). Nevertheless, the introduction of OD in organizations that are accustomed to centralized control and bureaucratic and political working conditions may clash with the prevailing organization culture or can even be perceived as undermining the public administration work ethos (Barnhart, 1997; O'Brien, 2002).

A number of definitions of OD exist, for instance Burke (1982) indicates that organization development is a planned process of change in an organization's culture through the utilization of behavioral science, technology, research, and theory. French (1969) defines OD as a long-range effort to improve an organization's problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist consultants, or change agents. Beckhard (1980) indicates that organization development is an intentional effort, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral science knowledge. According to Beer (1980), OD is a system wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at enhancing congruence among organizational structure, process, strategy, people, and culture; developing new and creative organizational solutions; and developing the organization's self-renewing capacity. It occurs through the collaboration of organizational members working with a change agent using behavioral science theory, research, and technology.

Cummings and Worley (2008) affirmed that the definition of OD incorporates most of the views addressed by majority of the authors: Organization development is a system wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness. This definition emphasizes several features that differentiate Organization Development from other approaches to organizational change and improvement, such as management consulting, innovation, project management, and operations management. The definition also helps to distinguish Organization Development from two related subjects; change management and organization change.

Service is something that the public needs such as transport, communication, health, water and education which is provided in a planned organized way by public or private sector (Riekert, 2001). In the public sector, there are various services which the public expect a government department or an agency to provide. These services differ from one public sector organisation to another as each of the public department or agency has distinct functions from each other. What remains clear in relation to the service delivery in the public sector as well as private organisations is that the customers or the clients of those organisations require quality and timely services. Generally, the services include but not limited to administrative, educational, financial, information and technology, health, security, judicial, legal, hospitality, food, security and housing services (Riekert, 2001).

Public managers, play an important role in the provision of services. These roles include; increasing the quantity or quality of public activities, minimizing cost during the production and delivery of services, ensuring that public organisations identify and respond to citizen's needs, enhancing accountability and transparency in public sector operations and increasing the capacity of public sector organisations to enable them respond to environmental changes and create innovative atmosphere (Wanna, Butcher & Frayens, 2010). Service delivery in the public sector is affected by a number of challenges which include but not limited to bureaucracy political interference, financial constraints, inadequate human capital and skills, resistance to change, and environmental factors like climate.

OD is an important means of organizational changes aimed at improving service delivery. According to McKinsey and Company (2001) OD aims to increase effectiveness and sustainability of the organization and hence improved service delivery. OD is important in its contribution to increasing performance and service level of the organizations (Yung, 2008). The development of different capacity types helps improve service quality such as adaptive, leadership, technical and management capacity (York, 2003). Robbins (2001) outlined the values underpinning most organization development efforts as respect, trust, power equalization, confrontation and participation. According to him, these values are significant in the organization development process towards enhancing effective service delivery in both private and public organizations.

Public sector consists of government departments and all publicly controlled or publicly funded agencies, enterprises and other entities that deliver public programs, goods or services (Institute of Internal Auditors, 2011). The concept of public sector is deemed to be broader than that of core governments and may overlap with not for profit or private sectors. In addition, public sector organizations are viewed as International (multistate entities or partnerships), National (an independent state), Regional (a province/state within a

national state), and Local (a municipal-level body such as a city or county) (Institute of Internal Auditors, 2011). According to Haberberg and Rieple (2008), in their discussion of the characteristics of the public sector assert that public sector organizations exist to provide a service and their value chain will typically be of the professional services type. Public sector Organizations are affected by a number of factors which includes but not limited to; intergovernmental relations, labor relations, public relations, service delivery systems, organizational structure, performance management, internal communications, organizational culture and human resource development.

Public sector organizations need to be pro-active and innovative when introducing and implementing ideas that fundamentally change how citizens interact with them due to the cost involved as these are taxpayers' money. Strategic management implementation process in the public sector calls for a concerted effort from all stakeholders which in deed require specialized human capital skills for efficient and effective service delivery. Building capacity through entrepreneurship may promote innovation and bring new ideas into play. In the public sector, there are entities that own the OD process. According to Rouda and Kusy Jr. (1995), to be successful, OD must have the buy-in, ownership, and involvement of all stakeholders, not just of the employees throughout the organization.

1.1. Statement of the Problem

There is no agreed-upon definition of OD and most of the definitions of OD have taken interventionist approach (Mumford, 2011). The lack of clear definition brings ambiguity in the approaches employed by many organizations as each understands the concepts differently thereby creating confusion in OD literature. Wirtenberg (2004), through a global survey of 6,000 members of various OD networks, identified that there is a lack consensus on the meaning of OD and suggest that the field itself has yet to come to agreement on its basic boundaries or parameters. OD also lacks a standard robust theory about organizational change (Cummings & Worley, 2001; Bradford & Burke, 2004). Lack of clarity about what OD means, such as whether it should be entire organization, or a strategic Business Unit (SBU), or a department, a plant or a country office or a cluster of all these, needs to be addressed.

In addition despite the various approaches of OD and service delivery in the public sector, a gap still exists on how these approaches are linked to service delivery (Curristine, Lonti & Joumard, 2007). In addition most authors have explored OD approaches and strategic management independently without recognizing their interdependence and complementarity (Beer & Nohria, 2000). OD as a planned change feeds into strategic management as the organization implements strategic change while strategic management is a key component in OD as the vision and mission of the organization are important ingredients of the two processes.

In addition OD as a field and profession has generated diversity of approaches and methods (Mirvis, 2006; Marshak & Grant, 2008). Training, learning, change management and organizational change, are interchangeably used for OD (Gohila, & Deshpandeb, 2014). Since there is ambiguity in terms of definition, boundary, discipline involved, scope of implementation and approaches the study wonders whether the appropriate approaches have been identified and employed in the public sector for effective service delivery. Scholars have discussed different approaches to OD in the public sector (Chisten & Laegreid, 2006). Beer and Nohria (2000) emphasize the complementary character of strategic management and OD and propose a simultaneous approach where both approaches are integrated into one. Finally existing studies on OD have failed to link the construct of OD, private sector and service delivery (Chisten & Laegreid, 2006).

1.2. Purpose of the Study

The purpose of the study is to review both extant empirical and theoretical literature on the linkage between Organization Development and Service Delivery in the Public Sector context. The study seeks to achieve the following objectives; review the extant theoretical literature on the linkage between Organization development and service delivery in the public sector, review the extant empirical literature on the linkage between Organization development and service delivery in the public sector context, establish the emerging theoretical and empirical gaps review on Organization development and service delivery in the public sector and propose a conceptual framework linking the Organization development and service delivery in the public sector context.

2. Literature Review

2.1. Conceptual Review

2.1.1. The Concept of Organisation Development

In order to conceptualize a given concept it is significant that the origin of that concept is brought to the attention of the concerned parties. In this case therefore, it is important that we appreciate how the OD evolved over the years. Mclean (2005) describes the evolution of OD as follows; First early OD intervention, which involved the training groups (T-groups) was witnessed after the second World War in 1946 during which the Connecticut State, In Evolution of OD practice: At the end of each day, staff meetings were held to debrief and plan for the following day's agenda. Mclean (2005) further affirms that at the start of one of the evening observers' sessions, three of the participants asked to be present, and that Lewin agreed to this request. Further he discusses that the initial tension started to rise when one of the participants disagreed with a staff member when the latter inaccurately interpreted the participant's behavior during the day conference. There after another participant agreed with the first participants discussion and slowly there was a lively discussion about the behaviors and there interpretations. This process eventually became the basic design of the learning groups called T-groups. The training groups were basically 8-12 people meting for an extended period of time with only one agenda that is to learning group dynamics. Initially sociology was the main discipline behind the process of understanding individual behavior

interaction with others and the behavior of the group. Psychology slowly expanded the in-depth learning of the interpersonal and intrapersonal processes.

Mclean (2005) asserted that OD can be used for the following; first is to develop or review organisation's mission and vision statements. Second, is to assist in aligning the functional structure to ensure smooth working relationship for a common purpose. Third is to manage conflicts, to develop processes and create a collaborative environment that will enhance efficiency and effectiveness in the organisation set up. Fourth to improve on the human resource and operational strategies by creating reward systems, developing policies and procedures and assessing working environment, all aimed at enhancing efficiency and effectiveness in the organisation operations and strategic issues. Fifth, to enhance job training, capacity initiatives and performance management systems and ensuring that monitoring and evaluation framework tools are developed and used for the organisation benefit.

Cummings and Worley (2005) observed that, Organization development is a system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures and processes that lead to organization effectiveness. It is important to keep in mind that other definitions also emphasize technology, research, problem-solving, planned interventions, data collection, diagnosis, self-renewing capacity and collaboration. Organizations must adapt to increasingly complex and uncertain technological, economic, political, and cultural changes. They further affirmed that OD could help an organization to create effective responses to these changes and, in many cases, to proactively influence the strategic direction of the firm. The rapidly changing conditions of the past few years confirm our arguments and accentuate their relevance. In addition, according to Carnevale (2005), organizational development is seen as a philosophy that says that OD manifests a normative, re-educative education philosophy because it encourages individuals and groups to re-examine core values, beliefs, and operating assumptions about themselves, other people, and the way their organizations function.

2.1.2. The Concept of Public Sector

Public sector means and include organisations which are owned by or forms part of the government and aimed at providing goods and services to the public, in general terms public sector consist of governments departments or agencies or publicly controlled or enterprises and other entities that deliver public programs, goods or services (Lane, 1995). The concept of public sector is broader than the core government functions and may overlap with not for profit or private sectors. Public sector entities provide goods and services for the common good of the public in their efforts to realize their mission and vision. The public entities in their effort to realize their mandate are confronted by a number of challenges from within and from without which includes inadequate technology, limited financial resource, inadequate infrastructural facilities, bureaucracy, political interference, lack of ownership of the processes by the stakeholders, resistance to change among other environmental factors (Carnevale, 2002).

Public sector, just like the private sector, is confronted with the competition for the limited resources for it to be effective and efficient. In addition, the world is dynamic and for a public sector organisation to remain relevant to the stakeholders, it must adapt to the environmental changes. Public sector is viewed by scholars as having benefits as compared to the private sector in a number of areas which includes helping the community, job security, working atmosphere, flexi time, pension scheme, staff training scheme, insurance schemes, work less earn more, housing and other fringe benefits. On the other hand private sector is also viewed as having better conditions of work in public sector and that's why we have labor turn over in most African countries and particularly Kenya Public sector where employees from the public sector leave for private sector for better conditions of work (Chepkilot, 2005).

2.1.3. The Concept of Service Delivery

Service provision is significant in relation to public sector mandate since the main function of the public sector is to provide a service for the common good of the public or for its stakeholders. Public services include but not limited to administrative services, food and security or hospitality services, or provision of public utilities like water, housing, educational facilities, health facilities etc. In the provision of these services the client, the consumer or the customer is the king and is always right, so just like the private sector, public sector should consider the taste and preference of the client and should provide the services that ensure customer loyalty and promotes competitiveness among different public sub systems (Wiseler, 2007).

Wiseler (2007) identifies five key strategic enablers for delivering on the customer service. They include understanding your customer (customer centricity), pulling down the wall which emphasizes connected government to promote networking, interpersonal relations, coordination and cooperation among the sub units of the public sector. Thirdly is emphasis on capacity building which entails training personnel, development of policies and plans for the organisation among other strategic issues. Another enabler is realizing benefits; this centralizes on the delivery of the promise to the customer that the public organisation was supposed to deliver to the customer. Another enabler according to him is continuous improvement of the processes and systems which calls for innovative ideas or strategies to improve on the quality of services rendered to the customers or public which include both internal and external. According to Wiseler (2005) the importance of deploying a modern client-centric approach in public service is generally well accepted in the public sector and has become a goal.

Curristine, Lonti and Joumard (2007) affirmed that organizational strategies for improving service delivery include; practices ensuring increased results orientation, such as budget practices and procedures and performance measurement arrangements; arrangements that increase flexibility, including devolution of functional and fiscal responsibilities from central to sub-national governments, intra-governmental coordination, human resource management arrangements and e-government; methods for strengthening competitive pressures through privatization and other means; and various workforce issues, including workforce size, its composition, the extent and nature of unionization and the attractiveness of the public sector.

In service delivery, performance monitoring is significant; however in public sector there are challenges that impede this process and among them are the difficulty in designing appropriate processes for selecting outcome measures and collecting credible data on important dimensions of societal well-being. The data collection process may be politicized and choosing among the best alternatives could be difficult. In addition, good governance is significant for effective service delivery and the government has a responsibility of ensuring political transparency and a voice of all citizens and in this case, the citizen participation index ensures political freedom and political stability. Finally in the provision of public Services, the principle of fairness and equity when it comes to examination of the concept of quality in the public service is important. (Lufunyo, 2013)

2.2. Theoretical Review
The following three models :Porter and Lawler's expectancy model, Lewin's three-step model and Action Research Model have been reviewed. In addition to the above, the following theories have been discussed, institutional theory, Agency theory, Goal -Setting theory, System theory and Dependency theory.

2.2.1. Porter and Lawler's Expectancy Model
Mullins (2010) agreed with the Porter and Lawler's expectancy model and asserted that it goes beyond motivational force and considers performance as a whole and that the effort expended (motivational force) does not lead directly to performance but is mediated by individual abilities and traits and by the people's role perceptions and rewards as an intervening variable. He further affirms that motivation, satisfaction and performance are separate variables and attempts to explain the complex relationship among them. In his discussion of the model, he asserts that it recognizes that job satisfaction is more dependent upon performance, than performance is upon satisfaction. In his discussion on explanation of relationships, he identifies performance and motivational variables which describe the model. They include; value of reward, perceived effort-reward probability, effort abilities and traits, role perceptions, performance rewards, perceived equitable and rewards satisfaction.

In contrast to the human relations approach which tended to assume that job satisfaction leads to improved performance. Porter and Lawler(2014) suggest that satisfaction is an effect rather than a cause of performance. It is performance that leads to job satisfaction. People desire various outcomes (rewards) which they hope to achieve from work. The value placed on a reward depends on the strength of its desirability. Perceived Effort-Reward Probability refers to a person's expectation that certain outcomes (rewards) are depended upon a given amount of effort. Effort is how hard the person tries, the amount of energy a person exerts on a given activity. It does not relate to how successful a person is in carrying out an input variable of value of reward, and perception of the effort-reward relationship. Potter and Lawler suggest that effort does not lead directly to performance, but it is influenced by individual characteristics. Factors such as intelligence, skills, knowledge, training and personality affect the ability to perform a given activity. Role perceptions refers to the way an individual view their work and the role they should adopt, this influences the type of effort exerted. Role perception will influence the direction and level of action which is believed to be necessary for effective performance. Performance depends not only on the amount of effort exerted but also on the intervening influences of the person's abilities and traits (Spector, 2000).

Intrinsic rewards derive from the individuals themselves and include a sense of achievement, a feeling of responsibility and recognition (for example, Herzberg's motivators). Extrinsic rewards derived from the organization and the actions of others and include salary, working conditions and supervision (for example Herzberg's hygiene factors). The relationship between performance and intrinsic rewards is known as a jagged line. This is because the extent of relationship depends upon the nature of job. If the design of the job permits variety and challenge, so that people feel that they are able to reward themselves for good performance, there is direct relationship. Where job design does not involve variety and challenge, there is no direct relationship between good performance and intrinsic rewards. The wavy line between performance and extrinsic rewards indicate that such reward do not often provide direct link to performance (Armstrong, 2010).

2.2.2. Action Research Model
Burnes (2009) explained that the term Action Research was coined by Lewin (1946) in an article entitled "Action Research and Minority Problems". He further confirmed that Lewin conceived Action Research as a two-pronged process which would allow groups to address these three questions: Firstly, it emphasizes that change requires, and is directed at achieving this. Secondly, it recognizes that successful action is based on analyzing the situation correctly; identifying all the possible alternative solutions and choosing the one most appropriate solution to the situation at hand (Bennett, 1983). Burnes (2009) asserts that in order to be successful, there has also to be a 'felt-need', where a felt-need is an individual's inner realization that change is necessary and if felt-need is low in the group or organization, introducing change becomes problematic. He further stated that the theoretical foundations of Action Research lie in Gestalt psychology, which stresses that change, can only successfully be achieved by helping individuals to reflect on and gain new insights into the totality of their situation.

Action Research Model draws on Lewin's work on field theory to identify the forces that focus on the group to which the individual belongs. It also draws on Group Dynamics to understand why group members behave in the way they do when subjected to these forces (Burnes, 2009). However, Lewin (1947) was concerned that: A change towards a higher level of group performance is frequently short lived; after a 'short in the arm', a group life soon returns to the previous level. This indicates that it does not suffice to define the objective of a planned change in group performance as the reaching of a different level. Permanency at the new level, or permanency for a desired period, should be included in the objective (Burnes, 2009). Actions research is one of the pillars of OD since

OD success is pegged on the thoroughness and effectiveness of organizational diagnosis and where action research is means for organizational diagnosis.

2.2.3. Lewin's three-step Model
Lewin's planned change model also referred to as the Lewin's three-Step model involves unfreezing, moving and refreezing (Burnes, 2009). Unfreezing is step one and Lewin believed that the stability of human behavior was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces. Miller (1993, 1994) argues that the more successful an organization or groups has been, the greater the inertia. This is because success tends to make organizations focus on those factors which are seen as having brought success and to discard those which are seen as peripheral. Successful organizations also tend to ignore signals which might indicate the need for change. The result is that they sacrifice adaptability and increase inertia. This is why Lewin argued that the equilibrium (the forces of inertia) needs to be destabilized (unfrozen) before old behavior can be discarded (unlearnt) and new behavior successfully adopted.
In relation to moving stage, Schein (1996) noted that unfreezing creates motivation to learn but does not necessarily control or predict the direction of learning. This is supported by Lewin's view that any attempt to predict or identify a specific outcome from planned change is very difficult because of the complexity of the forces concerned. Therefore one should seek to take into account all the forces at work and identify and evaluate, on a trial and error basis, all the available options. Refreezing seeks to stabilize the group at a new quasi-stationery equilibrium in order to ensure that the new behaviors are relatively safe from reversion. The critical issue about freezing is that new behaviors are relatively safe from reversion. Also, in freezing new behavior must be, to some degree, congruent with the rest of the behavior, personality and environment of the learner or it will simply lead to a new round of disconfirmation (Schein, 1996). Although OD definition has got a lot of ambiguity among various authors it can be taken generally as planned change and therefore Lewin's three steps planned change model is linked to OD in that it highlights planned changed process which an organization must adopt in order to realize meaningful change.

2.2.4. Institutional Theory
Institutional theory is significant and applicable to OD in that the theory highlights three perspectives which include the sociological institutionalism, the political institutionalism and the historical institutionalism and there is no OD which can be employed in organization set up void of the three institutional perspectives. Various authors identify the common features in the three institutional theoretical claims that any decision or strategy identified at the higher level is used to underscore the explanation of the processes and outcomes at the lower levels. This supports the top-down organizational development approach (Clemens & Cook 1999; Amenta 2005). According to these institutional perspectives both individual-level explanations and explanations situated at the same level of analysis tend to be avoided. Institutional perspectives experience challenges in explaining social and political change in organizations due to organizational dynamisms and tend to focus on different sorts of higher-order effects.
Sociological institutionalists focus on cultural and ideational causes and the influence of the society (Powell and DiMaggio 1991), whereas historical institutionalism is an approach to political research that focuses on the importance of institutions in explanations, and rejects functionalist explanations for why institutions emerge. Political institutionalists posit that the process of formation of originations influences organizational political processes and outcomes (Amenta, 2005). According to Clemens and Cook (1999) Institutional arguments rely not on individual action but on institutional structure that generate planned action. Institutions have got structures which perpetuate the development of processes and procedures which therefore limit some forms of action and facilitate others (Clemens and Cook 1999). OD is a planned change and no meaningful change leave alone planed change can take place without structures, processes and procedures which are advanced by institutional theory.
In any organization an agent and a principal relationship do exits as no owner or shareholder can operate without an agent and vice versa unless it is a sole proprietor. To support this argument, Adrian and Alison (2008), affirm that it is possible that managers and employees may use its resources to further their interest at the expense of the shareholders interest. According to them a principal-agent problem occurs where managers may use organization property for their personal use and that agency costs can be reduced by setting up a supervisory structure and a set of control systems that it difficult for employees to cheat. They further affirm that agency costs can be reduced if an organization develops a culture in which such cheating is socially unacceptable.
In support of their view, in order to reduce the dangers of misuse of organization resources then, the organization need to institute cultural and attitudinal change among the employees. In my view, rules and regulations or ethics cannot be used bring sanity in the utilization of resources unless backed up by attitude change among the owners, managers and employees. This is supported by research conducted by (Zajac 2004) which revealed that the adoption of the agency logic increased as companies started replacing the previous corporate logic of managerial capitalism with the perception of managers which enhanced participatory management in organizations. According Jensen (1989) Agency Theory addresses concerns that management engages in empire building and disregard shareholders' interest, what called "the systematic fleecing of shareholders and bondholders wealth." In realizing the mission and vision of organization, the shareholder should exercise controls on the agent to curb managerial opportunism and self-interest (Perrow, 1986, Daily 2003).

2.2.5. The Agency Theory
Agency Theory is based in a number of assumptions about man, which have a significant impact on the formation of the theory (Davis 1997). The most common belief is that Agency Theory is based in the economic model of man (e.g. Brennan 1994, Perrow1986, Shapiro 2005).Jensen and Meckling denounce this interpretation however, by arguing that the theory is grounded in what they call

REMM –the Resourceful, Evaluative, Maximizing Model (Jensen et al. 1994). According to them REMM is largely similar to the economic model of man, which assumes that humans are rational, selfishly motivated and will behave opportunistically, even ruthlessly, whenever advantageous (Ghoshal 2005, Daily et al. 2003). In their view, actions are undertaken according to self-interest (Fama 1980). Jensen and Meckling further asserted that with the understanding that man is self-interested, ever opportunistic and driven by incentives, Agency Theory addresses the effect of having this man as a manager in the modern corporation by providing prescriptions to taming him. In every organization where OD takes place there is always agent-principal relationship and the success or failure of the OD initiatives or approaches depends on whether there is existence of an agent-principal problem or not. In addition, it will also depend on how the management processes and procedures are in tandem with the OD approaches.

2.2.6. Goal Setting Theory
The theory postulates that organizations have goals to achieve to enable them realize their mission and vision (Locke, 1975). In his view, goal setting is a process which describes that work motivation is influenced by goal difficulty. He further asserts that the theory has established four main propositions which are well supported by research; Firstly, Challenging goals lead to higher levels of performance than simple and unchallenging goals. Difficult goals are called 'stretch" goals because they encourage us to try harder (unless the goal is beyond our level of ability). Secondly, Specific goals lead to high levels of performance than vague goals such as "try harder" or do your best. It is easier for us to adjust our behavior when we know precisely what is required of us, and goal specificity avoids confusion. Thirdly, Participation in goal setting, particularly when this is expected can improve performance by increasing commitment to those goals , but managerially assigned goals that are adequately explained and justified can also lead to high performance. Fourthly, Knowledge of results of past performance – feedback –is necessary for effective goal achievement. Feedback contains information and is also motivational.

O'Neil & Drillings,(1994),confirmed Locke and Latham's proposition that " the goal setting theory was based on the premise that much human action is purposeful , in that it is directed by conscious goals". Goal setting theory predicts that people channel effort towards accomplishing their goals, which will in turn affect performance (Locke & Latham, 1990). Laurie Mullins (2010), asserted that the goal setting theory is one of the motivation theories and is based mainly on work of Locke. He further affirms the basic premise of goal's theory is that people's goals or intentions play an important part in determining behavior. Mullins further confirmed that, Locke accepts the importance of perceived value, as indicated in expectancy theories of motivation, and further suggests that these values give rise to the experience and desires. Mullins viewed that people strive to achieve goals in order to satisfy their emotions and desires and those goals guide people's responses and actions. He further asserts that goals direct work behavior and that goal-setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation.

Mullins (2010) further affirmed that the combination of goal difficulty and the extent of the person's commitment to achieving the goal regulate the level of effort expended. He further views, people in organization particularly employees with specific quantitative goals, such as defined level of performance or a given deadline for completion of a task, will perform better than people with no set goals or only vague goals as 'do the best you can'. He further said that, people who have difficult goals will perform better than people with easier ones. In further discussion on goal setting and performance, Mullins (2010) affirmed that people who lack positive motivation at work may also help gain improved results and better sense of achievement by setting themselves specific goals and identifying tasks directly related to their work and measurable targets of time and performance. In his discussions on goal setting theory's practical implications for the manager, Mullin identifies a number of practical implications which includes: First that individuals lacking in motivation often do not have clear goals. Specific performance goals should systematically be identified and set in order to direct behavior and maintain motivation. Second, that goal should be set at a challenging but realistic level. Difficult goals lead to higher performance.

However, if goals are set at too high level or are regarded as impossible to achieve, this can lead to stress and performance will suffer, especially over a longer period. Third, that complete, accurate and timely feedback and knowledge of results is usually associated with high performance and feedback provides a means of checking progress on goal attainment and forms the basis for nay revision of goals. Fourth, that goal can be determined either by a superior or by individuals themselves. He further asserts that goals set by other people are more likely to be accepted when there is participation and employee's participation in the setting of goals may lead to higher performance. Indeed, organizations have got goals and any organization which has no goals has got no reason for existence. OD as a planned change process is directed by the organizations goals and if the organization has no goals then we cannot have OD. In relation to OD, any initiative or intervention must pursue a given organizational goal for it to be backed up by the stakeholders and move the organization forward (Mullins (2010).

2.2.7. Contingency Theory
Burnes (2009) affirms that the contingency approach has three unifying themes. Firstly, he sees Organizations as open systems. Secondly, structure and therefore performance is dependent upon the particular circumstances, situational variables, confronted by each organization. Thirdly, there is no 'one best way' for managing all organizations but confirms that there is a 'one best way' for each organization. According to him, the need for Contingency Theory was straight forward. Firstly, it was in the period 1960s and 1970s during which there was rapid economic and technological change, with a tendency towards much larger Organizations and a significant increase in domestic and international competition. To him, in this situation, Contingency Theory offered a plausible explanation of not only why these events were causing problems for organizations, but also how to resolve them (Burnes, 1989). Second, on the surface at least, it was simpler to understand and apply than the Human Relations approach. If organizations adopt a structure which aligns with their environment, technology and size, the result will be good performance. Finally, Contingency Theory

seeks to apply rationality to organization design. For good performance, organizations need to rationally analyze their situation and adopt the organizational structure appropriate for the contingency they face.

Bernard Burnes (2009) further asserts that in terms of the implementation of an appropriate organization structure and of maintaining its appropriateness in the face of changing circumstances, the approach to change management offered by Contingency theorists was similar to that of the Classical school. He goes ahead to confirm that the theory then implies that for employees, faced with a plan for change based on such a 'scientific' approach, the only rational course of action is to accept the validity of the situation and cooperate with managers to achieve the required structural changes. The theory then drew criticisms from various authors as hereby described by him. He asserts that the difficulty arises in relating structure to and it becomes difficult to show that linking structure to situational variables brings the benefits claimed (Hendry 1979, 1980; Mansfield, 1984; Terry, 1976).

Despite the length of time that the Contingency Theory has been in circulation there is still no agreed or unchallenged definition of the three key situational variables – environment, technology and size. This makes it difficult not only to establish a link between them and structure but also to apply the theory (Dastmalchian, 1984; Mullins, 1989;Pugh and Hickson,1976; Robbins,1987;Warner,1984;). Whilst as argued above, a relationship has been established between size and structure, it has approved difficult to show that this relationship has an appreciable impact on performance. Some researchers have suggested the link between size and structure relates to preferred systems of control, which may have more to do with the political and cultural nature of organizations than any attempt to improve performance (Allaire and Firsirotu,1984; Mansfield,1984;Pugh and Hickson,1976;). Contingency theory is significant in organization development and service delivery as organizations operate in dynamic environment which sometimes calls for the organizations adaptation to the environmental both internal and external.

Bertalanffy (1928), described the general systems theory based on two related assumptions one which is that a system could be broken down into individual components so that each component could be analyzed as an independent entity, and the other components could be added in a linear fashion to describe the totality of the system. Bertalanffy (1928) further proposed that both assumptions were wrong and on the contrary, a system is characterized by the interactions of its components and the nonlinearity of those interactions. Later, Bertalanffy (1951) extended systems theory to include biological systems and which was popularized by Zadeh (1954).

Kuhn (1974) affirms one of the elements of system theory is that, knowing one part of a system enables one to know something about another part. According to him, information content as a piece of information; was proportional to the amount of information that can be inferred from it .This in itself is relatively true, as an example in training institutions like a university; if one wants knowledgeable graduates who can compete with others from other university then the input process should have quality input which includes competent lecturers ,stable leadership and availability of reading materials and atmosphere and in the absence of which you cannot expect quality graduates from such a university .This is replicated in the education sector where students in public schools perform dismally as compared to those in private schools.

We have two general approaches for the study of the systems ,one is a cross-sectional approach and the other is a developmental approach , where the former deals with the interaction between two systems while the latter deals with changes of a system over time .In system theory , we have sub – systems and in normal practice , the evaluation of those systems are necessary to determine their relevance to the success of the whole system ,for example in a team of professionals the role of each member is significant for the success of that team .The approaches for evaluating sub- systems are three ,namely a holistic approach , a reductionist approach and a functionalist approach . Whereas the holistic approach is aimed at examining the system as a complete functioning unit, a reductionist approach examines pre-determined quota of the system .Writers have confirmed that systems can be identified by their structure as real system, an abstract or an analytic system and a non-system. . A change in the environment can have a profound impact on an open system. The overall health of an organization is strongly linked with its ability to anticipate and adapt to environmental changes. (Kuhn, 1974).

Planned organizational or social change is an attempt to solve a problem or to catalyze a vision. A change is introduced into an organization or social system with the specific intent of affecting other system variables. Knowledge of the nonlinear relationships between variables gives planners the potential to effect large changes in a desired variable with relatively small changes in another. Systems theory forces planners to broaden their perspective, and to consider how Under Open system theory organization is regarded as a living organism as described by the various authors and according to Warner Burke, Dale G. Lake and Jill Waymire Paine (2009), the theory is rooted in Biology, especially cell biology and the original work of von Bertalanfify (1950).

 (Warner Burke et al 2009) affirmed that metaphorically, an organization is viewed as an organism and that an organism to survive, whether a cell or an organization with myriad cells, there must be input to the cell from its external environment (for a cell it is oxygen, and for organization it is capital); Then throughout (for the cell, using oxygen for nourishment and for producing nutrients that sustains its life, and for the organization it is producing a product and or service for an intended customer or user for this productivity to ensure survival); and finally, output (for the cell it is waste, those aspects of nutrients that are no longer useful for sustaining life – in fact this elimination process helps to facilitate life and for the organization it is the product and service themselves that constituents and customers choose to purchase or otherwise avail themselves of for some perceived value)**.**This output then provides feedback to the system, which takes the form of input.

Fron von Bertalanfify's work (1950), Katz and Kahn (1978) described ten common characteristics that define open systems as described below: Firstly, is the Importation of energy which states that all open systems take from their environments some form of energy – oxygen for the cell, money for the profit and nonprofit organization, stimulation for the human being and even renewed supplies of energy from other organizations or people for organization themselves. Secondly is the Throughput, which is described by them as the process of transforming the energy from the external environment to something that is or will become useful for sustaining

the system. Thirdly is the Output, which highlights that the system then exports some product into the environment – the human body exporting carbon dioxide, the Organization providing for customers a product or service.

Fourthly, they see Systems as cycle of events and that a business Organization takes capital from the external environment, converts it into products and service that are marketed and sold, the revenues from these sales are then used to turn out further products and services, and so forth. Fifthly is the Negative entropy, which according to Katz and Kahn) is "The entropic process is a universal law of nature in which all forms of Organization move toward disorganization or death."   Sixthly is the Information input, negative feedback and the cording process and which according Warner Burke, Dale G. Lake and Jill Waymire Paine   (2009) is the process of living systems discerning from the environment what output from the Organization is working (contributing to adequate if not high performance) and what output is not working. Based on feedback from the latter corrections are made. Seventhly is the steady state and dynamic homeostasis.

The Organization's purpose of taking in energy to prevent entropy functions in such a way that it will maintain some constancy, consistency or steady state. This process is one of seeking homeostasis, to preserve the basic character of the system. Eighthly, Differentiation, where they affirm that as they grow, open systems differentiate, that is, different functions are required to ensure long-term survival. Warner Burke, Dale G. Lake and Jill Waymire Paine (2009), affirmed that OD maintains that the organization is an open system, that it interacts with its environment to maintain a state off it between internal arrangements and the environment (Katz & Kahn, 1966; Lawrence & Lorsch, 1967; Beer, 1982; Burke, 1985). In this view, OD has asserted the organization's need for "environmental mapping" or "mapping the demand system" (Beckhard & Harris, 1977). Here the organization looks at the transactions that occur across the organization/environment interface and assesses the importance of those transactions.

The open-systems view receives even greater attention through stakeholder and network concepts. Recent writings have recognized the importance of stakeholder relationships to management strategy. Freeman (1984) explicitly described techniques for identifying important stakeholders and managing stakeholder relationships. stakeholder input is achieved via the inclusion of "boundary spanners" in the strategic planning process (Freeman, 1984,). Freeman considered proactive stakeholder management capability critical to managing organizational change. Others have argued for formal inclusion of stakeholders in the corporate governance process (Auerbach, 1984). Senge (1985) has used systems-dynamics thinking and computer technology, previously applied to the creation of a microeconomic model, to the development of a systems-dynamic model of organizations. From interviews with managers, innovative, and adaptive organizations, he constructed a computer model widely shared. With a computer model, he plans to train executives in systems dynamics so that they can manage organizations more effectively. This line of research promises to make some breakthroughs in how general managers learn to develop organizations.

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Open-systems view receives even greater attention through stakeholder and network concepts and recent writings have recognized the importance of stakeholder relationships to management strategy. Freeman (1984) explicitly described techniques for identifying important stakeholders and managing Stakeholder relationships. Stakeholder input is achieved via the inclusion of "boundary spanners" in the strategic planning process (Freeman, 1984). Freeman considered proactive stakeholder management capability critical to managing organizational change. Others have argued for formal inclusion of stakeholders in the corporate governance process (Auerbach, 1984). In line with the construct of organization development, and service delivery in public context there is no single theory that can describe the theoretical frameworks, however the theories described above are relevant but still portray theoretical gaps which include but are not limited to the sustainability and relevancy of a given theory to address the construct issues. It is therefore imperative that the study looks into the theoretical gaps that can be filled to ensure that there is correlation between organization development, environmental influence service delivery/performance in the public sector.

3.1. Empirical Review

3.1.1. Empirical Review on Organisation Development

Chepkilot, (2005) conducted a study on the development of motivational strategies for public sector workers in
Kenya using a survey questionnaire. The study used content theories of motivation and process theories of motivation to find out the development of motivational strategies for public sector workers in Kenya. The study population was the employees working in the public service in Nakuru and Koibatek district in Kenya. The main problem that prompted the study was the poor work performance by the public sector employees in Kenya which has been a major concern to the Kenyan government, civil society, development partners and the people of Kenya. The prevailing situation at the work place has been one the causes of poor work performance and poor service delivery.

The study established that the level of motivation among the public sector workers was extremely low. It was also established that the climate in the public service was not conducive for motivating employees. In view of the above, this study becomes extremely relevant as it suggests ways of enhancing the levels of motivation in the public service to improve service delivery in the public sector without allocation of vast financial resources. The study strongly recommends the application of the integrated motivational strategy model in its entirety; to enhance the level of employee's motivation and work performance and achieve efficiency and effectiveness in service delivery. The study also recommends that further research be carried out to determine the effects of corruption on employee

motivation and ways of eliminating the vice in the public service. Research gap is the limited scope of the study in which only two districts in Kenya were covered (Chepkilot, 2005).

A study conducted by Adekalu,Genty and ,Khairuddin (2014) titled organization development and strategic intervention for enterprise sustainability: empirical evidence from Nigeria sought to diagnose and determine ideal OD intervention strategy in a hospital in Nigeria and offer possible solution to the hospital management based on the study findings. The research design adopted in this study was survey research design using triangular approach. Findings revealed that there is significant relationship between teamwork and performance, thus the study recommended human process interventions through team building in the organization because team-building interventions are directed towards the analysis of the effectiveness of team processes. Research gap identified in this study is small sample size that has the possibility of compromising the generalization of the findings. The study recommends that in order to measure the effectiveness of Organization Development intervention (ODI), there is need to carry out an organizational development evaluation. This is usually employed to determine what can be done to improve or refine the implementation of the intervention.

Mooney (2009) conducted a case study on performance appraisal in a small public sector organization to find the gaps between expectations and experience. The findings revealed that there was a high level of understanding from staff of the need for performance appraisal. The largest gap between expectations and experiences is caused by lack of training and over-simplistic documentation and non-measurement of competencies. The findings suggest that motivated managers make system work for them, despite complaints and believe that fairness is generally achieved. The study proposes more attention is required to appraise team effort and development of as a system that links appraisal to financial reward and incorporates training and guidelines and that new systems should be developed through engagement with staff. The research recommends for future research a detailed investigation of the expectations and experiences of performance appraisal from the manager's perspective. A key gap in this study is the narrow scope since the study was based on one organization.

Ngacho (2013) conducted a study on an assessment of the performance of public sector construction projects which was an empirical study of projects funded under constituency development fund (CDF) in Western province, Kenya. The study was based on exploratory and confirmatory research methodologies. The findings of the exploratory study revealed that the individual items constituting six factors of performance measurement variables essentially represent six key performance indicators (KPIs) namely time, cost, quality, safety, site disputes and environmental impact. Research gaps in this study is the limited scope of the study that only considered CDF funded construction projects with high possibility of compromising the generalizability of the study results.

Chimwani, Iravo and Tirimba (2014) studied the factors influencing procurement performance in the Kenyan public Sector in a case study of the state law office (SLO). It sought to assess the extent to which records management systems, procurement procedures, information communications technology and staff qualifications influence procurement performance. The study used Hegelian dialectic theory and Bloom's Taxonomy Theory as the theoretical framework. Hegelian dialectic theory has it that the organizational entity exists in a pluralistic world of colliding events, forces, or contradictory values that compete with each other for domination and control. Oppositions may be internal or external to an entity with several conflicting goals or interest groups competing for priority. The theory explains that change in Organizations occurs when opposing values, forces or events gain sufficient power to confront and engage the status quo. Descriptive design was used in executing the study. The study found out that records management is most significant driver in procurement performance followed by procurement procedures, procurement staff qualifications and ICT in that order. Research gaps in this study include the use of descriptive research design and descriptive statistics to explain cause-effect relationships as well as the limited scope of the study.

Anlesinya, Bukar and Eshun (2014) conducted a study to assessthe effect of employee development on performance of public sector organizations in Ghana. The study employed a cross-sectional survey design. In order to achieve the research objectives, the researchers used Pearson's correlation and simple linear regression as analytical tools to analyze the data. Correlation analysis was employed to conduct preliminary analysis of the association between the two variables. The regression analysis was used to establish the causal effect of employee development on Organizational performance. The result indicated that employee development has a significant negative effect on organizational performance. This research outcome contrasts the overwhelming significant positive effect found by previous empirical studies in the area. The researchers made recommendations regarding this result for policy formulation and implementation. Research gap identified in this study is the small sample used that could lead to decision biases. The study recommends future studies to investigate the effect of management development instead of employee development on organizational performance.

Ngure and Njiru (2013) carried out a study to determine the capacity Building in the Public Service in Kenya centralizing on an Evaluation of the Senior Management Course .This study assessed the effectiveness of the senior management course offered at the Kenya school of Government (KSG) to middle level management staff as perceived by the participants of the program. This study adopted a descriptive survey study design. Both primary and secondary data were collected for this study. The primary data was collected using questionnaires while the secondary data was drawn from relevant journals, research reports, the internet, published text books and government publications. Descriptive statistics as well Pearson Correlation Coefficient and Analysis of Variance were used the study. The finding was that the perceptions of participants about the relevance, delivery and application of the Senior Management Course vary significantly and correlate negatively with age, job group, years in service and years served in their current job group. The research gaps identified in this study is focus on one type of a course to study employee development.

3.1.2. The Empirical Study on Public Sector

Rainey and Bozeman (2000) conducted a study on comparison of public and private organisations. The purpose of the research was to compare public and private organisations and examine the publicness of organisations. The article assesses several major schemes on this research of the last two decades which in some ways refute widely held a priori assumptions. The scope of the research covers goal complexity and ambiguity organisational structure, personnel and purchasing processes and work related attitudes and values. The methodology examined several major streams literature comparing private organisations. There was agreement the public managers face more complex hard measure as well as ambiguous goals. The findings were that public sector organisations have high levels and the levels are higher than those in business firms. Red-tape formalization and following of rules were predominant in the public organisations Hal and Bezeman (2000). However, during this study the findings revealed that employees from public sector have recorded satisfaction of their jobs to private sector colleague ,an issue which is in fact in conflict with the previous studies. Promotion prospects, autonomy on the job at all levels were found to be having negative effect on public officers' performance levels. Research gap in this study is the use of respondent perceptions as means of measuring the construct under study hence rendering the usefulness of the findings limited in scope.

Rehman (2012) conducted a study on employee turn-over and retention strategies. The study aimed to identify the main turnover factors in some public sector regulatory authorities and suggest some employee retention strategies within the Pakistani context. The result confirmed that the rate of turnover in public organisations is high especially in public regulatory authorities. In relation to retention of employees or reducing labor turnover and its negative consequences an organisation should improve on many factors which include better recruitment effort, job description, compensation, leadership, and supervision styles, career planning and other related work conditions. Research also found that non-working related factors are also important in controlling labor turnover, which includes but not limited to team building, centralization, organisation, communication and commitment as well as employee involvement in decision making and recognition. The research gap in this study is that the study did not consider the fact that organisations are systems like living organism which do not work in isolation and among them are private organisations both surrounded by environmental factors which affect organization effectiveness. The above could have formed moderating variables (Rehman, 2012)

Kaur (2012) conducted a study on performance evaluation of public Banks in India. The purpose of the research was undertaking evaluation of Public Sector Banks in India .The study was based on secondary data. The study found out there was no significant difference between growth rates, total income, total expenditure and net profit and that there was high positive correlation between profitability and interest earned. The gap of the study arises from the fact the study used data collected from secondary sources which could have outlived its usefulness leaving out data from primary sources.

3.1.3. The Empirical Review on Service Delivery

Cheche and Muathe (2014) conducted an empirical study based on critical review of literature on performance contracting in Kenya. The study applied New Public Management (NPM) theory, Principal-agent theory and Change management theory as theories explaining performance contracting (PC). The study indicated that NPM theory is 'a series of themes relating to reforming the organization and procedures of the public sector in order to make it more competitive and efficient in resource use and service delivery." The methodology was a desktop review. The study recommended the following for future research: an investigation should be undertaken to establish the extent to which PC targets are cascaded to all levels of the organizations and their linkage with individual performance targets, as well as the effect of organizational structure on performance contracting with the aim of establishing whether the type of structure has affected employee participation, stakeholder's participation and the actual implementation of the targets and establish whether the introduction of performance contracts have improved coordination between various public agencies and whether this has also improved linkage with planning and budgeting system. Research gap in this study is the use of desk study method only to come up with the findings which has the implication of affecting the validity of the research findings (Beer, 1980).

Chemengich (2013) studies managing strategic change in the public sector in Kenya. The main objective of the study was to find out Modalities and mechanisms of managing strategic change towards best practice and facilitate access to quality products and services in the public sector with special focus in developing countries. The methodology of the research paper consisted of literature review of research papers, conference materials, text books and specific Kenyan experiences of public sector strategic changes since independence. The study stated that the theoretical frameworks of organization structures which influence modalities of decision making in change management are anchored on political decisions which in part reflect the role of the different stakeholders, diffusion of power and expected outcomes and impact, cultural perspectives. Accountability, legitimacy, power relations, and trust in government organizations are fundamentally political issues. The main research gap identified in this study is the secondary data which has potential of compromising the validity and reliability of the study findings

Wanjau, Muiruri and Ayodo (2012) conducted a study to find out factors affecting provision of service quality in the public health sector at Kenyatta National Hospital. The paper sought to explore the factors affecting provision of service quality in the public health sector in Kenya, focusing on employee capability, technology, communication and financial resources. Data was analyzed using the descriptive statistics. The study found out that low employee's capacity, low technology adoption, ineffective communication channels and insufficient fund affect delivery of quality service. Research gap in this study is the use of descriptive statistics in drawing conclusions on cause-effect relationships.

Katamei and Kiprop (2015) investigated students' perception on service delivery at Moi University. A case study research design was used and data was analyzed using descriptive statistics. The research assumed that human behavior and the ways in which

correspondents constructed and understood their lives should be viable. The study established that good management, physical facilities, systems and human resource capacity affects service delivery. The research gap is this study comes from the fact that the study utilized descriptive statistics to derive cause-effect relationship conclusions. Also the limited sample size and scope of the study has effect on the generalization of the study.

4.1. Conclusions and Recommendations

4.1.1. Organisation Development and Service Delivery
The two concepts are interlinked in that, OD is a planned change whose one of the interventions is training and development which enhances human capital skills among the staff .This in effect increases the motivation level of the staff and enhances capacity to perform thereby perpetuating quality service. Performance management which include, among other initiatives; performance contracting and appraisal systems are key strategic issues of OD interventions which enhance commitment to work, improved working and innovation skills.
The above discussed approaches in turn facilitate the implementation of the strategic directions which then create a binding relationship between the employee and the employer through work-planning process. The process   is time bound and goal oriented geared towards identifying and realizing the organisation strategic needs. This relationship further promotes commitment, understanding and ownership of the process between the employer and employee as well as between supervisor and supervisee. In this direction therefore, the goals, mission and vision are effectively and efficiently achieved through the provision of cost effective and timely services.
 Top management support and involvement is significant for organisation progress as it sets the direction of the organisation and translates the organisation's policy which spells out the objectives, goals and strategies. The implementation of the strategies of the Organisation eventually becomes successful with the top management Support as the resources required may easily be mobilized, efficiently and effectively utilized for organisation success.
Vision improvement is a significant important intervention organisation development. This is because the   world is dynamic and organizations may be confronted with challenges of expansion, redundancy, competition or extinction and this may necessitate mission and vision improvement. with a view to expanding the organisation strategic competitiveness and areas of interventions.
Learning and problem solving processes are crucial for organisations as they confronted with several experiences/challenges and the management and stake holders are drawn from diverse backgrounds. Learning and problem solving processes are not new in an organisation and are regarded as the backbone of an organisation progress .It is further noted that there is no perfect system neither do we have a perfect process and learning and problem solving processes are common features of an organisation .In the absence of these two processes in any organisation, there is a possibility of breakdown of systems and emergence of organisation politics and conflicts which may be counter-productive to the organisation success. In such situations, strategy formulation, implementation and monitoring and evaluation is hampered and may necessitate strategic re-direction by the top management through strategic thinking forums and stakeholders participation workshops.
Team spirit is an ingredient of an OD intervention and a driver to an effective and efficient service delivery framework in the public sector. It facilitates cohesion, unity of purpose and a culture of strategic focus and participatory decision making skills in the team members thereby enhancing common understanding of the organisation goals, mission, vision and objectives. The common understanding and trust among the team members facilitates the effective and efficient implementation of the organisation strategies thereby reducing cost of service delivery and enhances quality service as the team directs their energy towards achieving the desired goals of the organisation.
Career planning is a significant aspect of the OD and forms an integral part of strategic human resources. It is significant to note that no system can operate without planning and this applies to the OD intervention strategies employed by different organisations within the public sector. Career planning as an OD intervention enables the organisation to prepare staff for succession strategic purposes. This in turn facilitates effective, efficient and sustainable service delivery processes when an employee separates from an organisation. In the event that an organisation fails to observe and implement career planning strategies then, a gap may be created when an employee separates from the organisation; this in itself affects continuity of effective and efficient service delivery in the public sector. Career planning as a strategic human management process, though significant, experiences challenges that emanate from individual attitude and organisation culture, as managers fear preparing their juniors for succession since they may fear job security. This fear can be addressed by creating sensitization strategies for the managers on the significance of career planning programs.
Rewards system form part of OD interventions strategies which then affects performance of employees and hence service delivery. Employees are motivated when their services are recognized and rewarded. Reward system should be implemented without discrimination or prejudice for it to be efficient and effective in promoting service delivery. It is therefore imperative that rules and procedures regarding employee reward are put in place and implemented in the best interest of stakeholders.
Generally, the meaning of OD as a concept has not been agreed upon by various scholars and ambiguity in terms of boundary and standards still exist. However, its significance in spearheading service delivery efforts cannot be gainsaid. The OD intervention strategies require strategic management approaches as they are interdependent. None of the two approaches can be implemented in isolation as each requires the another.
This marriage between the two concepts that is OD and Strategic Management approaches is instrumental in spearheading effective service delivery in the Public Sector. In addition; OD approaches involve planning and human resources elements which enhance

organizational effectiveness and efficiency which in turn improves service delivery. **Proposition 1:** Diverse OD approaches contribute to the generation of core competencies and capabilities such as improved human capital skills and hence improved Service Delivery.

4.1.2. The Role of Public Sector

Public sector organization systems which include structures, culture, technology, value system, policies and plans do affect the implementation of OD and thus explain the relationship between OD and service delivery. Public Sector plays a mediation relationship between OD and Service Delivery.

Public Sector Systems and structures play an important role in improving Service delivery. This is manifested in the management information systems which facilitate information sharing among the Staff and other customers .This in effect creates   awareness of the services provided by the organisation to the stakeholders thereby enhancing a common understanding .OD interventions implementation require structures which outline the rules and procedures that guide the process.

Public Sector provides the ground for the establishment of structures and systems. Indeed, implementation of OD approaches aimed at improving Service Delivery, need well established systems and structures which outline the command Structure, the communication channels and departmental interdependence among other parameters. This facilitates coordination of departmental/ organisational functions and interrelations among different staff members and improves on the skills and knowledge of employees. This eventually facilitates effective and efficient service delivery in the public sector.

The establishment of the public Sector Structures, systems and their operations require the development and implementation of a strategic plan. The plan guides the organisation in knowing where it is, where it wants to go, how to go there and when to go there. It is therefore imperative that Public Sectors Managers initiate strategies aimed at enhancing the development and the implementation of a Strategic plan in their respective public sector entities. This will facilitate implementation of OD interventions such as training and development which enhances skills and knowledge, thereby promoting provision of services which are customer based. In every organisation leadership is critical and for this reasons the implementation of OD strategic options.

Proposition 2: Despite the fact that OD approaches contribute significantly to Service Delivery, Public Sector structures and systems remain critical in determining the operational Strength between the two through a mediation relationship.

4.1.3. The Influence of Environment

Environmental factors including; organizational politics, policy and legal framework, social and cultural issues and funds availability have immense influence on the implementation of OD interventions to Service Delivery. Environment plays a critical role in moderating the organisation development initiatives that are geared towards the provision of customer based and environmental impact friendly services. Such approaches include funds availability which determines the location of activities or functional areas of OD intervention or initiatives.

This will in turn determine the quality or nature of Services provided by the organisation. In addition, organisational politics affects the implementation of OD strategic objectives which in effect interfere with the smooth running of the organization and may compromise the quality of services. Such politics may result to scramble for leadership positions on the basis of nepotism, racism, color, ethnicity or tribe thereby compromising professionalism as well as the quality of the services provided in the public sector. Besides these, organisational politics may inculcate role conflicts and competition of resources among the managers for self-interest which may lead to agent-principal problem.

Economic factors like inflation, unemployment, devaluation of currencies, high labour turn over has an adverse effects in service delivery as inflation raises high cost of living, unemployment reduces the purchasing power of the citizens, devaluation of the currency makes imports expensive thereby hampering domestic investments and organisation progress. Indeed, high labour turn over erodes public organisations human capital skills.

Technological advancements are significant impetus to an organisation transformation as has been witnessed world over. This is evident in the use of the information and communication technology in the money transfer through M-pesa servises, online banking-procurement-commerce-learning and e-government and many other methods of e-business. The technological advancement has made the world a global village and this in itself has brought services close to the people and effective and efficient service delivery in both public and private sector where such technologies have been adopted.

Legal and policy frameworks are significant environmental concerns that influence the establishment and operationalization of organisation systems and structures which in turn affect the implementation of OD interventions and hence impact on service delivery in the public sector. Any public entity must be governed by rules and regulations and guided by policy frameworks. The frameworks determine the success or failure of an organization as they may allow the establishment of mergers and strategic alliances which may perpetuate comparative advantage thereby making a firm gain competitive edge against any other similar public entity.

Social and cultural issues also moderate the OD initiatives and service delivery as they determine the interrelationship among employees and attitude change towards work. This relationship affects the motivational capacity of a given work force towards realizing strategic objectives of an organisation hence positively or negatively impacts on service delivery. Organization culture which includes values, beliefs and norms play acritical role in determining the type of the policy frameworks to be developed by an organisation to enable it implement its strategies with a view to enhancing service delivery. In the same vein, organizational culture influence OD interventions such as reward systems which then affect the staff performance levels and hence service delivery in the public sector. Professionalism in an organization in the public sector is affected by organizational culture and bureaucratic tendencies of the public sector organizations.

Organizational strategic needs are influenced by the organizational structure, culture and systems which then affect organizational strategic priorities, diverts OD initiatives hence affecting Service delivery. Attitude change is one of the critical elements of organizational culture which affects implementation of any strategy thereby affecting performance. If employees of a given public organization can own the process of change and takes the public entity where he or she works as his or her own business which brings him or her health, then the issue of malpractices, discrimination and negative attitude towards work will be a thing of the past in the public sector.

Proposition 3: The environment upon which an organization or institution operates determines OD approaches or Initiatives that an organization or institution employs towards realizing its Strategic Objectives for effective Service Delivery in the Public Sector.

<u>4.1.4. Proposed Theoretical Model</u>
The proposed theoretical model is aimed at reflecting on both the theoretical and empirical gaps that have been identified from the reviews of relevant models, theories and scholarly work of various authors on the study subject The study then proposes a theoretical model considered appropriate for future .It is evident that organisation development as a concept has been conceptualized differently and that is why there is no agreement among various about its definition, parameters and standards .However, from the review its relevance in enhancing organisation growth cannot be under- estimated.

In light of the empirical gaps identified in the review, this study presents the following theoretical model that will assist in finding out the influence of organization development on service delivery in public sector context. This study sought to achieve the following three objectives namely; first, to review the extant theoretical literature link with Organization development and service delivery in the public sector context; secondly was to review the extant empirical literature link with Organization development and service delivery in the public sector context. Thirdly, to establish the emerging theoretical and empirical gaps review on Organization development and service delivery in the public sector context and finally to propose a conceptual framework linking the Organization development and service delivery in the public sector context. The study found out that OD has linkage with service delivery in public sector but this relationship is mediating by the public sector structures and systems as well as moderated by the environment including economic, technological, political, legal, social, cultural and factors. The study proposes further research to focus on the impact of the three constructs on organizational effectiveness and sustainability.
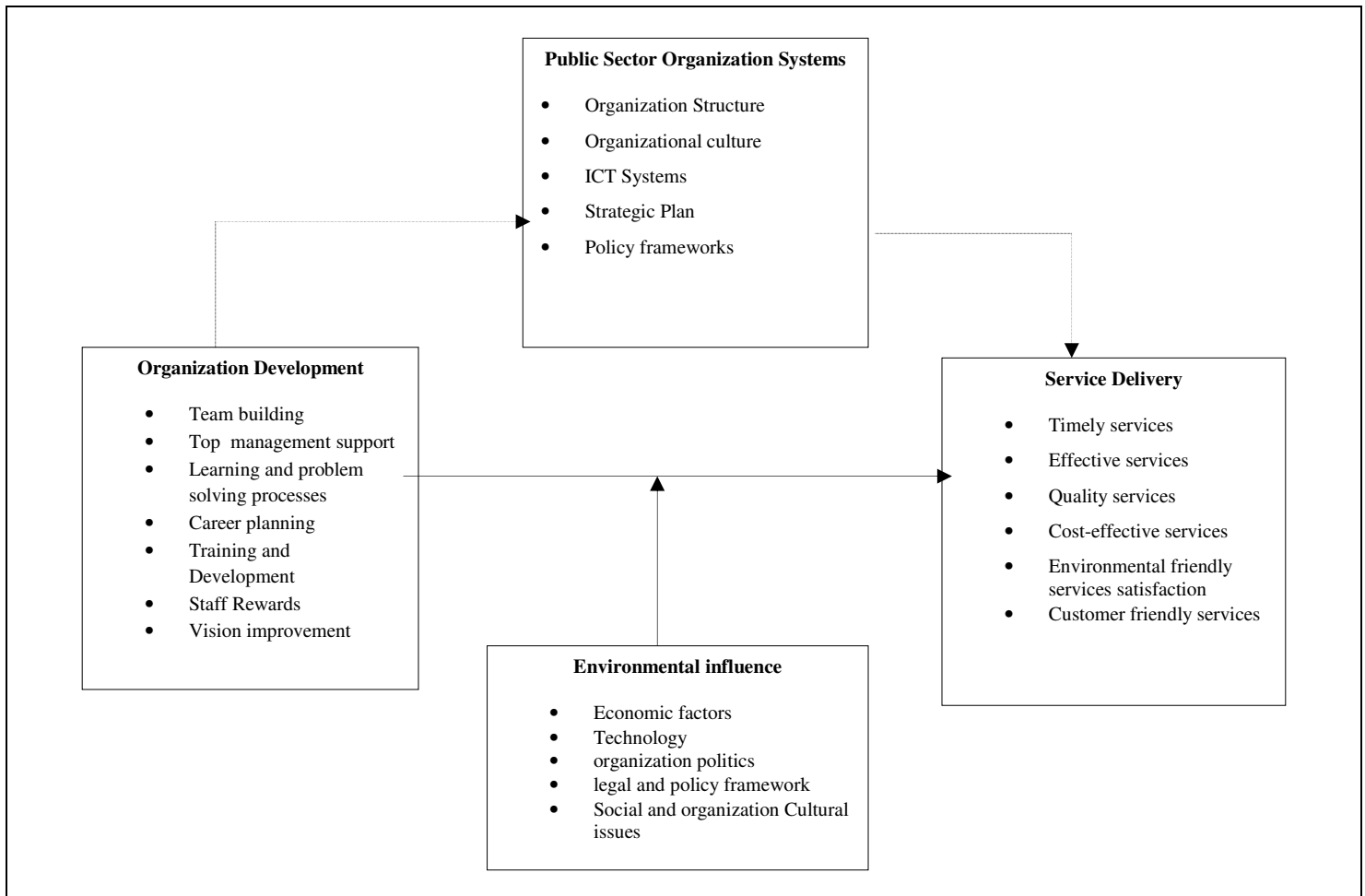

Figure 1: The theoretical model explaining the role of the environmental influence and
public systems on the relationship between the organisation development and service delivery
Theoretical model.(Source: Researcher 2017)

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