

**EFFECT OF ORGANIZATIONAL BEHAVIOUR MODIFICATION ON SERVICE
DELIVERY AT THE IMMIGRATION DEPARTMENT, KENYA.**

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DECLARATION

I declare that this dissertation, work has not been previously submitted and approved for a degree by this or any other institution of higher learning. To the best of my knowledge and belief, the dissertation, work contains no material previously published or written by any other individual except where due reference is made in the work itself.



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ABSTRACT

This research established the effect of organizational behavior modification on service delivery at the Immigration department in Nairobi, Kenya. The specific objectives included: a) to find out the effect of reinforcement strategies on service delivery, b) to determine the effect of employees' readiness on service delivery, and c) to establish how aligning objectives of organizational behavior modification with organization goals affect service delivery. The study adopted a descriptive design with a population of 695 respondents. A scientific sampling method was adopted and data was collected using an online questionnaire survey technique. The quantitative data were analyzed using descriptive and inferential statistics. Specifically, this study conducted a linear regression analysis to illustrate the combined effect of predictor variables on service delivery. The analysis established a significant positive relationship between employees' readiness to change and service delivery ($p - value = 0.000 < 0.05$). Also, there exists a significant positive relationship between aligning objectives of organizational behavior modification with organization goal and service delivery ($p - value = 0.000 < 0.05$). However, the study established an insignificant positive relationship between reinforcement strategies and service delivery ($p - value = 0.225 > 0.05$). The implication of the findings of this study to the Immigration department is that behavioral changes require readiness at the individual level. Importantly, the management should also find a way to align the objectives of the behavior modification to organization goals to create a comprehensive and strategic behavioral objective that employees strive to achieve, directly and indirectly, to improve service delivery. The study recommends the need to emphasize behavior modification at an individual and organizational level as it is an area that directly determines the culture of group employees and the organization in general. Regarding areas of further research, the study recommends other studies to be undertaken in other government agencies. There is also a need to identify and include other dimensions of organizational behavior modification and determine how they affect service delivery in public institutions in further research.

Key Words: Organizational behavior modification, service delivery, reinforcement theory, readiness for change

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DEDICATION

This thesis is dedicated to my two children and two grandmothers.

On my paternal side, an iron lady, on my maternal side, a feminist. What would be a dream for them, I have finished. They encouraged me through this journey, through numerous true stories of resilience, fables, metaphors, and deeply saddening stories of regret and misgivings, that they have carried on their shoulders since 1960.

As for my children Kaleel and Kyle, who are metaphors for dreams, inspiration, and continuous resilience, it will ultimately fold back to them.

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His great advice in this study proved integral towards its success.

LIST OF ABBREVIATIONS

EC:	European Commission
E-GOVERNMENT:	Electronic Government
HR:	Human Resources
ICT:	Information Communication Technology
MOD:	Modification
OB MOD:	Organizational Behaviour Modification
OB:	Organizational Behaviour
OECD:	Organization for Economic Co-operation and Development
PSC:	Public Service Commission
UNDP:	United Nations Development Programme

DEFINITION OF TERMS

Organizational Behaviour Modification:	Refers to a concept that explores the perspectives of organizational behavior, which leads to the modification of individual behavior that improves performance (Skinner, 1953).
Readiness for Change:	Readiness for change measures a person's commitment and level of self-efficacy towards new changes within the organization (Weiner, 2009).
Reinforcement:	Reinforcement refers to management techniques that organizations use to stimulate positive behavior so as employees can work better (Management Study Guide, 2019).
Service Delivery:	Refers to how well employees in the public sector fulfil their customers, citizens, or enterprises' needs when seeking or providing relevant data (UNDP, 2016).

CHAPTER ONE

INTRODUCTION

The chapter describes the background of the study, statement of the problem, the purpose of the study, objectives of the study, research questions, and justification of the study, limitation, and scope of the study.

1.1 Background of the Study

According to Ahmed (2014), organization management primarily focuses on 5Ps, namely; plan, process, people, possession, and profit. In these 5Ps of management, the people remain the most challenging in the myriads of challenges and most difficult factor to manage in the organization. Kempe (2012) added that today's dynamic business environment even makes it more demanding for organizations to redesign operation systems that focus on people. Organizations such as public sector organizations have a diverse mix of people (UNDP, 2011) which requires behavioral modification strategies for people management.

People challenges, arising in organizations are due to undesired people behaviors which suggest that organizations should find ways to stimulate positive behavior (UNDP, 2011). Through behavior modification, management predominantly aims to provide further understanding, prediction, and control of people within the organization (Fisher & Gonzalez, 2013). Interestingly, modification is concerned with how individuals are motivated to change their actions and interactions at the workplace. Organizational behavior modification is about altering behavioral patterns through learning and other approaches, like reinforcement and readiness, to achieve desired results (Gajare, 2020).

Governments across the world, are implementing information and technology (IT) practices as part of reforms to improve service delivery in various sectors (Cunningham & Geller, 2008). Whether these changes and practices require a change in behavior among people working in government offices remains an area of interest for most scholars. This study provides additional knowledge and understanding of the effect of organizational behavior modification on service delivery in the public sector.

1.1.1 Organizational Behaviour Modification

Organizational behavior remains an area of interest for both scholars and management practitioners (Artis, 2012). It deals with people who are considered human capital in the organization. Management focuses on people to create business efficiency (Fredrick, 2014). Existing literature suggests that the role of people cannot be taken away, by simply investing in technology. Rather, organizations must find ways to motivate their employees to improve their skills and create a culture of belonging through reinforcement strategies that facilitate change. Management theories have attempted to link organizational behaviour with performance and align it to how motivation can be critical in changing employee behaviour in the organization (Mullins, 2010).

Modification is an essential concept for managing employee behaviour. According to Gordan and Amutan (2014), as cited in Management Study Guide (2019), organizational behavior modification refers to “a concept that explores perspectives on organizational behavior aimed at improving individual behavior to improve performance.” Organizational behavior modification, thus, can be understood from the concept of reinforcement theory (Skinner, 1953) as well as the organization’s readiness for change theory (Weiner, 2009). According to Management Study Guide (2019), reinforcement theory details how people learn certain behaviors. Weiner (2009) also explained that readiness for change is organizational employees’ shared values to implement necessary reforms.

According to Bharijoo (2008), organizational behaviour modification can be applied in several ways including introducing new changes to the employees, make employees understand the need for changes, and align employees’ vision with the need for behaviour implementation. The goal is to develop highly productive teams, who can align the objectives of organizational behaviour modification with the general organization goals. The author argues that in some instances, organizational behaviour modification acts as a motivating factor amongst employees. As a result, how employees behave in the future, depends on what consequences their behaviour elicits in the present. This is based on the notion that the external environment plays a key role in an individual’s behaviour.

Like private institutions, public institutions face many challenges (Silva, 2017) including employee behaviour. For many years, most government institutions have not worked as per the expectations of their citizens in developing countries. It has been argued that services in the

public sector are inaccessible with no timeliness, suggesting delays (Foster, 2017). However, the effective and efficient functioning of public institutions depends on their employees. As governments implement various technology practices as part of reforms to improve service delivery (Cunningham & Geller, 2008), there is a need for further research, to illustrate the effects of organizational behaviour modification on service delivery.

Existing literature from Change management experts has emphasized the importance of establishing organizational readiness for change and recommended various strategies for creating it to enhance organizations modification behaviour (Weiner, Amick and Lee, 2008). Consequently, (Klein and Kozlowski, 2000) posited the importance to note that organizational readiness for change is conceptualized from a psychological state that organizational members hold in common that forms the behaviors. As such, therefore, the relationship between readiness to change and modification of the behaviors for change is critical. Weiss, (1997) demonstrated that the degree of behaviour displayed positively correlated with perceptions of success and competence of the superiors and subordinates in the organisation setting, that is a question of readiness assessment. As such, therefore, to succeed in managing modification of behaviors the link to assessing readiness to change is crucial from the fact the there is a need to understand the three most important elements in changing behaviour that includes the readiness to change, barriers to change, and likelihood lapse (Cherry, 2001).

Weiner (2009) developed readiness for change theory to establish how employees perceive the change implementation in the organization taking into account behavior and motivation. In adopting the views of Bandura (1997), Weiner explains that employees' readiness for change must be viewed through their level of commitment and self-efficacy (a psychological state that members hold in the organization). These measures provide a clear picture of employees' behavior in the organization. When employees feel appreciated and involved in the modification process, their level of commitment tends to be high (Ellinger, Ellinger, Yang, & Howton, 2002). This can act as a positive reinforcement to employee behaviour, towards efficient performance and quality delivery. This study combines the concepts of commitment and self-efficacy, reinforcement theory, and readiness for change to construct a framework that guides the study objectives.

1.1.2 Service Delivery in the Public Sector

Public sector service delivery can be defined as “any contact with public administrators where customers, citizens, or enterprises seek or provide data, handle issues or affairs and fulfil their duties,” (UNDP, 2016). Most public administrations work on the idea of delivering effective, predictable, reliable, and customer-friendly services. Ironically, the opposite is also true. Changing consumer needs continues to be a challenge for many public institutions. This is also with regards to the growing number of citizens seeking services in public institutions. Effective service delivery requires that the government understands the need to promote citizen-oriented administration, and also requires good administrative policies that coherently regulate and provide delivery to ensure access to public services (Foster, 2017).

Today, most institutions in both, public and private sectors, have better tools, better systems, effective evidence-based practices, and even in more efficient cases, better access to funding (UNDP, 2016). However, with all these modern developments, especially in the public service sector, issues arising from service delivery continue to be a challenge for many. Most government institutions still struggle to provide quality, accessibility, timeliness, and efficient service delivery to the citizens (Kempe, 2012). It is interesting to note that providing goods and service delivery in the public sector is a significant challenge. According to Wilson and Sonderegger (2016), various sectors are rapidly changing. Together with institutional politics, the changes make it difficult for organizations to design and implement service delivery processes, shifting the behaviours that would otherwise result in negative results.

The government of Kenya introduced a results-based management system between 2004 and 2007 in the public sector, followed by another reform supported by UNDP in 2009 (The Republic of Kenya, 2013). Of significance to this study, is “the rapid results initiative approach that was launched across the ministries to help speed up services such as processing and issuance of passports, national identity cards and birth certificates.” All these efforts are aimed at ensuring that within the immigration department, the number of days citizens have to wait to get services reduces from 100 days to 30 days. In addition, to a potential time frame of about 10 days to 3 days as previously indicated by the Cabinet Secretary for Ministry of Interior and Coordination.

Achieving efficient service delivery requires institutions to have time and resources to divert efforts towards capacity building (Salihu & Khalil, 2011). Handling essential operational

concerns such as the implementation of software, case management processes, and methods for tracking and measuring outcomes are organizational challenges that should be addressed from an OB angle. Implementation of new business processes comes like a change in the organization and management must ensure that employees are in their right mind and are ready to embrace and work in the new business environment. It is a modification stage where employees' behavior, as well as OB, are altered and newly aligned to the new business processes.

In Nigeria, Salihu and Khalil (2011) provided a framework that designs effective OB Mod. The authors mentioned leadership qualities, managerial accountability, and decentralization of management resources and responsibilities. These capabilities when used effectively can act as a reinforcement strategy towards enhancing employee readiness to change in the local government. Khalil and Adelabu (2012) also designed a model for efficient and effective service delivery by governmental ministries, departments, and agencies. The authors stressed the need for leadership qualities that can increase employee commitment and self-efficacy. Commitment and self-efficacy can make employees ready for change implementation. Additionally, there is a need for managerial accountability to provide structures for employee reinforcement.

1.1.3 Department of Immigration – Kenya

The Department of Immigration services is under the Ministry of Interior and Coordination of the National Government. It is charged with the registration of Kenyan Citizenship, Issuance of Passports, Travel Documents, Immigration Controls, and Foreign Nationals Management. The vision of this department is 'To be the lead immigration services provider in the world, by contributing to security and socio-economic development of the country, and by facilitating travel and regular entry, exit, residency, and citizenship' (Department of Immigration, 2018).

According to the Department of Immigration website (2018), it should take a fortnight to get a passport renewed or a new one approved. However, it could take longer due to various reasons such as mistakes during the application process, a backlog, or a delay in due diligence. The department has, however, continued to seek modernization of its services and is on the go changes to how it delivers service to the clients. Digitization of records, automation of all immigration services, and the digital e-passport system have been implemented towards ensuring shorter turnaround times. Key to how Immigration Department performs, is the office

of the Public Service Commission (PSC) of Kenya which is mandated by the Constitution of Kenya, 2010, to provide HR to all public institutions as per the citizens Charter 2009 (Muhaise, 2015).

The department of immigration is now at the forefront of improving service delivery through ICT. Through the e-government system championed through the Vision 2030, application and execution of all immigration mandates are now conducted digitally to achieve universal access to ICT secured data (Imbamba & Kimile, 2017). This indicates a certain level of readiness for change and implementation of reinforcement strategies meant to enhance services and offer effective services to the public sector (Public Service Commission, 2017). The Department based in Nairobi, is the main headquarters of Immigration in Kenya, making it ideal for the study. The digitization process of government has been one of the emerging issues in the management of public service. However, little literature exists to show the effectiveness of OB Mod on service delivery in this department.

1.2 Statement of the Problem

According to OECD (2017) on the principle of public administration, a well-functioning public institution is a prerequisite for transparent management, governance, efficient, and effective administration for improved service delivery. It is the foundation function of the government to determine its ability to provide public services which meet the needs of the citizens. Organizational behaviour in government institutions is an important aspect that plays a key role in determining the effectiveness of the roles of various departments. Kenya has experienced rapid reforms and transformation in the public sector between 1993 and a hallmark in 2010, characterized by new constitutional reforms. All, aimed at improving service delivery to the citizens (The Republic of Kenya, 2013). The most recent reform is introducing e-citizen, where people can quickly get government services through the internet at the comfort of their workplaces and/or home without necessarily going to government offices.

Moreover, several steps have been taken to streamline the organizational structure of government to reflect better-defined roles of ministerial and departmental functions. Also, downsizing of employees has been made to ensure that the current staffing effectively delivers government services (Public Service Commission, 2017). However, to date, delivery of government services remains slow and is characterized by various levels of alleged corruption. Most public servants are either slow or perceived to be inactive (Public Service Commission,

2017). It is, thus, significant to establish the level of public servants' (employees') behavior in the organization regarding the implementation of new reforms.

In response to this challenge, this study proposes to determine several options for making organizational behaviour modification effective, in organizations aligned to a "people owned" process in public institutions. Meaning, people within the organization take and are in charge of their behaviour. Notably, the government can continue to issue guidelines for passport applications to be ready within three days from the previous 30 to 10 days' time frame. However, understanding employee behaviour is essential in achieving this goal. Employees must be able to operate efficiently and embrace new technology. Previous studies undertaken have looked at employee behavior in other sectors (Salihu & Khalil, 2011; Kurgat, Chebet, & Rotich, 2015), with less focus on the Immigration department, considering recent reform developments. This study, therefore, seeks to establish the effects of organizational behavior modification on service delivery at the Immigration department in Nairobi, Kenya.

1.3 Research Objective

The overall objective of this study was to determine the effect of Organisational Behaviour Modification on service delivery in the public sector with a particular focus on the Immigration Department in Nairobi, Kenya.

1.3.1 Specific Objectives

- i) To determine the effect of reinforcement strategies on service delivery at the Immigration department in Nairobi, Kenya.
- ii) To establish the effect of employees' readiness to change on service delivery at the Immigration department in Nairobi, Kenya.
- iii) To evaluate the effect of aligning the objectives of organizational behaviour modification with organization goals on service delivery at the Immigration department in Nairobi, Kenya.

1.4 Research Questions

The following research questions directed the study;

- i) What is the effect of reinforcement strategies on service delivery at the Immigration department in Nairobi, Kenya?
- ii) Does employees' readiness to change affect service delivery at the Immigration department in Nairobi, Kenya?
- iii) How does aligning the objectives of organizational behaviour modification with organization goals affect service delivery at the Immigration department in Nairobi, Kenya?

1.5 Scope of the Study

This study sought to determine the effects of organizational behaviour modification on service delivery in the public sector, a case of the Immigration Department in Nairobi, Kenya. This study was based on two theories; Reinforcement or operant conditioning theory by Skinner (1953) and Weiner's (2009) theory of employees' readiness for change. The explanatory variables of the study therefore are; reinforcement strategies (rewards and recognition, goal planning, drive persistence and punishment), readiness for change (employees' level of commitment and self-efficacy), and the aligning objectives of organizational behaviour modification with organization goals (adaptability, collaboration and partnership, job satisfaction, and development). Quantitative data was gathered using online questionnaires from employees within the Immigration department in Nairobi with a target population of 695 respondents. Scientific and probability sampling methods were used to pick the desired sample size of the study.

1.6 Significance of the Study

First, the study provides additional knowledge on OB Mod, an area considered necessary in the management sector. It provides researchers with additional literature information that can be useful in future debates regarding the relevance and effectiveness of OB Mod in the public sector and other sectors.

Second, the study is of great significance to governments at all levels; county and national governments and policymakers. The study highlights the importance of OB Mod in government institutions and the need for policymakers. Creating the need to draft effective policies that can be used and adopted by all government institutions to improve the behaviour of employees.

Third, the study is valuable to management practitioners concerned with management practices in government institutions and departments. The study highlights how OB Mod practices can be aligned to both overall and individual employee goals, departmental goals, and institutional goals to provide efficient and effective service delivery to the citizens.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive summary of previous studies or scholarly work on this research topic. The chapter further identified scholarly journals, articles, books, and other information sources relevant to the current study by first identifying a theoretical base for determining the nature of the study. Thereafter, the chapter provides a critical empirical review. The chapter concludes by discussing the knowledge gap, conceptual framework, and operationalization of study variables.

2.2 Theoretical Review

A theory is a concept, an idea, and/or a belief that is intended to explain the concept of a study. A good theory must relate to the research topic in addressing the research problem. This study adopted two theories; reinforcement theory or the operant conditioning theory and Weiner's theory of organizational readiness for change.

2.2.1 Reinforcement Theory of Motivation

The reinforcement theory of motivation is associated with the work of Skinner (1953). According to Skinner, an individual's behavior is a function of its consequences based on the law of effect as proposed by Thorndike (1905). Reiterating that a person's behavior with positive consequences tends to be repeated but those with negative consequences tend not to be repeated. Therefore, the reinforcement theory of motivation focuses on what happens to people when they take specific actions. The theory recognizes the importance of the external environment as a motivational factor of an individual in the organization. Changing organizational contexts must be addressed to have positive effects on employee behavior (Management Study Guide, 2019).

Changes in the business environment resulting from competition and globalization require firms to adopt new ways of doing business. These factors must be aligned to an individual's motivation and needs since in most cases, they define how a person reacts to their actions in the business (Gordan & Amutan, 2014). This follows Skinner's (1953) view that the external

environment of an organization must be designed effectively and positively to motivate employees. The reinforcement theory of motivation highlights the state of mind of each individual in the organization. That is to say, employees' emotions and feelings.

Skinner (1953) further posits that the external environment of a company must be designed in a way that positively increases the behaviour of an individual to act and work towards an organization's goals. It is a theory that explains the need to control each person's actions and behaviour. The management of organizations must understand that people perform better when motivated and the behaviour of employees directly affects organizational performance. In the digital and technological age, employee behaviour in innovation must be addressed to improve performance (Redmond, 2010).

This theory is imperative for this study as the study sought to establish reinforcement strategies that have been adopted towards effective and efficient service delivery at the Immigration department in Nairobi, Kenya. The theory highlights reinforcement strategy frameworks that management can effectively apply to improve employee behaviors as well as motivation. Management can use positive reinforcement, which implies positive feedback when an individual demonstrates positive and required behaviour (Management Study Guide, 2019).

Negative reinforcement can be applied by rewarding an employee to remove undesired behaviors or consequences. Punishment may be used as a form of removing positive consequences to reduce undesired behaviour. Extinction, the absence of reinforcements, can also be used to exemplify desired behaviour. The implication of this theory to the study is that it explains in detail how an individual learns the behaviour and that motivating employees does not require managers to reward employees simultaneously (Management Study Guide, 2019).

There are various objections to reinforcement theory. First, the learning process is based on the experiment of cats and not entirely on humans. Second, there is an assumption that actual behaviour is only influenced by environmental factors which are questionable in the eyes of other scholars like Chomsky. According to Chomsky, functional behavioural analysis is not an efficient framework to study human behaviour. That it requires knowledge of internal structures to understand how behaviour works (Villena, 2018). Despite the objections, this theory remains relevant to this study.

2.2.2 Organizational Readiness for Change Theory

This theory was proposed by Weiner (2009) as a behaviour modification theory to illustrate the need for all levels of organizations' behaviour – individual and departmental. Werner posits that these two levels of behaviour need to be considered effective when modification of any form of change is taking place in the organization. Management needs to ensure a high level of readiness for change or modification of behaviour in the organization. According to Weiner (2009), organizational readiness refers to organizational workers' change commitment and change efficacy to implement organizational change or behaviour modification.

The theory, therefore, indicates that for any change in the organization, management must ensure that employees or members of the organization are ready. They are both psychologically and behaviourally prepared to take actions (willing and able) (Weiner, Lewis, & Linnan, 2009). While adopting the concept of goal setting as highlighted by Bandura (1997), Weiner (2009) constructs commitment to change to mean organizational workers share a resolve to pursue the course of action involved in change implementation. Just like in the business, employees must work together towards the main goal which is directed by the mission and vision of the company.

On this note, the theory, as explained by Weiner, suggests that implementing complex organizational changes requires employees to resolve to work together as a team. This may create positive behaviour and efforts towards a successful implementation process. The goal is to ensure that every member's level of commitment to the change process is real rather than having a division in the efforts of members in the organization (Weiner, Amick, & Lee, 2008). It has been observed that employees can commit to implementing an organizational change or reform because they want (they value the change), they have to (they have little choice), or because they ought to (they feel obliged) (Weiner, 2009).

Moreover, the theory of readiness to change also discusses the concept of change efficacy similar to collective efficacy by Bandura (1997) which is very important for the current study. Change efficacy refers to employees' sharing beliefs in their collective capabilities to organize and execute a course of action involved in change implementation. Further, learning and coordination are important in creating a common belief. At a time when most governments globally are introducing reforms aimed at improving service delivery, government officials must work towards the main goal and have shared beliefs with regards to the changes being

introduced. The government must also ensure that employees are psychologically and behaviourally ready.

This theory is significant to this study, as it forms the study's second objective – readiness for change. It highlights how an individuals' commitment and the level of self-efficacy can be essential to the success of reforms implemented in the public sector. The theory also further, directs the third objective of the study – linking objectives of OB Mod to organizational goals. According to the theory, when the objectives of any form of reforms or behavior Mod are linked to the departmental or organizational goals, members can be highly motivated. This, thus, can result in an increased level of commitment and learning which enhances service delivery in the organization.

2.3 Empirical Review

Various studies have been undertaken to explore organizational behavior modification either simultaneously or separately. Though there is limited literature directly involving organizational behaviour modification and service delivery, this empirical review section highlights some of the available scholarly works that are significant to this study.

2.3.1 Reinforcement Strategy and Service Delivery

In the current business environment, managers have more performance concerns with regard to the productivity and efficiency of their employees (Noe, Hollenbeck, Gerhart, & Wright, 2017). This is very critical as it has overall effects on organizational performance. Amid the changing business environment, one strategy that organizations use to improve the motivation of their employees is the use of reinforcement strategies (Pešalj, Pavlov, & Micheli, 2018) adapted from the reinforcement theory by Skinner (1953). Reinforcement, also known as learning, is a stimuli strategy used to produce desired behaviors with different occurrences and schedules. Reinforcements can either be positive, negative, punitive, or extrinsic.

Several studies have been carried out to establish the relationship between the implementation of reinforcement strategies, particularly positive reinforcement, and the productivity of employees (Artis, 2012). In a study in the United States of America, Wei and Yazdanifard (2014) found out that by applying positive reinforcement in financial and non-financial incentives, the efficiency and effectiveness of employees can improve. Organizations have

begun to collaborate with their employees to participate in implementing changes to improve their motivations and behaviors in the organization through reinforcement.

Artis (2012) researched the impact of positive reinforcement strategies on increased job performance of mid-career, non-supervisory individuals in the organization. The results revealed that positive reinforcement has minimal impact on job performance. Additionally, Asadullah et al., (2018) on the effect of reinforcement and punishment on employee performance established that reinforcement and punishment significantly influence motivation. There is also a significant effect on values, decision making, tackling conflicts, and the overall performance of the employees in the organization. Varying variables affect reinforcement which in turn affects organizational performance. Managers of organizations must understand the pragmatic components that can lead to positive reinforcement.

Kurgat, Chebet, and Rotich (2015) revisited the theories of learning to establish how behaviour modification as a process management technique can enhance organizational development. Using organizational behavioural terms as well as behaviour modification from existing journals of management, the authors argue that the complexity of the current business environment has imposed constantly changing behaviors within organizations, thus, employee behaviors need to be constantly monitored and reviewed. The authors stated that organizations need to continuously facilitate learning since organizational learning is one way of organizational behaviour modification. Learning allows individuals to gain effective skills and knowledge that can be used to improve performance and service delivery in organizations. Moreover, for positive performance, effective organizational behaviour modification improves job satisfaction, acts as a motivation, and creates a culture of role sharing or togetherness in the organization.

Cunningham and Geller (2008) indicated that organizational behaviour should focus on peoples' behaviors, analyse the behavioural causes, and then use an evidence-based intervention strategy to improve behaviour as a way to learn new practices. The authors conducted a literature review study on how the application of organizational behaviour management in health care organizations can result in large-scale improvements in patient safety. The results revealed that potential organizational behaviour management in health care settings should be integrated within a framework of those organizational behaviour management techniques with the highest possibility of enhancing patient safety on a large scale in the hospitals.

2.3.2 Readiness for Change and Service Delivery

Obiageli et al., (2016) examined behaviour modification and employee performance in selected paint manufacturing companies in Anambra State, Nigeria. Using a survey design with a sample of 123 respondents, the findings established that there was a positive significant association between employee recognition and employee commitment. Proving behaviour modification practices are important factors that can enhance employee performance.

According to Neves (2009), external factors like government regulations continue to push organizations towards change. As such, readiness for change continues to be a key construct for companies to respond quickly and successfully to change. In a study titled “readiness for change: contributions of employee’s level of individual change and turnover intentions,” Neves (2009) used employee’s affective commitment to change and self-efficacy as explanatory variables. The study established that high levels of commitment towards self-efficacy explain the readiness of employees to change, hence, improving their performance delivery of services in public institutions.

Shah (2011) studied the relationship between organizational justice and employee readiness for change in large public sector organizations. The author found out that employees in developing countries can develop their positive attitudes and behaviors for organizational change based on disruptive and procedural justice. Kirrane, Lennon, O’Connor, and Fu (2017) investigated the mediating role of psychological capital, linking perceived management support with employees’ readiness for change. Using a sample of 120 employees based in public sector organizations, the results demonstrated that psychology partially mediates the relationship between management support and employees’ readiness for change.

Most importantly, employees’ responses to change are shaped by both their psychological resources and their perceptions of their organizational environment as indicated in the reinforcement theory by Skinner (1953). Soumyaja, Kamlanabhan, and Bhattacharyya (2015) also looked into the influence of individual factors (creative behaviour and practical intelligence), process factors (participation in decision making and quality of communication), and context factors (trust in management and history of change) on employees’ readiness for change to transformational changes with commitment as a mediating variable. The study found out that commitment alone was key to employees’ readiness for change (Soumyaja, Kamlanabhan, & Bhattacharyya, 2015).

According to a study by Shea et al., (2014), organizations should develop contextualized adequacy assessments with behaviour as a measure of change commitment and change efficacy that reflects organizational readiness for implementing change through behavioural modifications. This study was conducted in a health care setting to illustrate how organizational readiness implementing change using Weiner's theory of organizational readiness for change can be effective. The study involved four steps using 98 samples of university students enrolled in health policy and management. Inferential statistics were used for analysis after determining the reliability of the measurements of change commitment and change efficacy in the concept of organizational behaviour modifications.

In an elaborate literature study, Fredrick (2014) discussed how organizational behavior may play a critical role in the management of businesses, especially with the increased global challenges like increased number of female employees, corporate downsizing, the higher number of temporary employees/workers in the organization, and business shifts as a result of digitization and technology-driven results. Addressing these challenges requires modification or effective management of organizational behaviour. This review established that effective organizational behaviour should focus on how to improve productivity, reduce absenteeism among employees, turnover, and deviant workplace behaviour as well as increase organizational citizenship behaviour and job satisfaction (Fredrick, 2014).

2.3.3 Aligning Objectives of Organizational Behaviour Modification with Organization Goals and Service Delivery

Organizations have long utilized behaviour modification techniques to elicit desired performance from their employees. Some of the objectives of organizational behaviour modification include job satisfaction, organizational culture, leadership, conflict resolution, developing a good team, and higher productivity. Bharijoo (2008) researched behaviour modification as an efficacious tool for shaping individual behaviour – both as productive and supportive to organizational goal attainment. The study found out that organizations across the world implement organizational behaviour modification as a strategy to not only improve productivity but also create a conducive learning organization. This aimed to improve job satisfaction among employees.

Besides, the study argues that organizations must align their organizational behaviour modification objectives with the organizational goals. This is to ensure that quality service delivery is achieved across the institution's level e.g., individual, departmental units, and overall organization (Bharihoo, 2008). Organizational behaviour modification is concerned with creating a positive culture within the organization. It aims to improve the organization's effectiveness and commitment to employees. Ojo (2009) took culture as one of the objectives of organizational behaviour modification and researched the impact of corporate culture on employee job performance as well as organizational productivity.

The study found that supportive culture through OB Mod improves performance and that organizations should carry out OB Mod occasionally to create a supportive culture (Ojo, 2009). Ellinger et al., (2002) also acknowledged that superior learning processes created through OB changes in the organization herald as a source of competitive strategy. Moreover, institutions that embrace OB Mod strategies, consistent with learning as a strategy, are thought to achieve improved efficiency and quality service delivery.

Vigoda-Gadot and Beerli (2011) sought to establish the power of leadership and the cost of organizational politics as a change-oriented organizational citizenship behaviour in public administrations. The authors demonstrated the usefulness of change-oriented behaviour modification and its contribution to public institutions using leadership behaviour, leader-member exchange relations, and perceptions of organizational politics in public agencies, with a sample of 217 public officers from healthcare facilities. The findings reveal a general positive effect of leadership as an organizational behaviour modification on organizational citizenship behaviour as a parameter to high performance.

Wilder and Austin (2009) also conducted a review of the application of organizational behaviour analysis in organizations. They defined organizational behaviour management as the application of behavioral principles to individuals and groups in business, industry, government, and human service settings. The study explored organizational behaviour management through the lenses of performance management, systems analysis, and behavior-based analysis. Wilder and Austin also argued that the focus of organizational behaviour management should focus on organizational problems such as lack of knowledge and skills, occupational injuries, productivity improvement, and quality deficits. The review established that organizations with effective organizational behaviour management practices increase the productivity, technical knowledge, and skills of their employees.

In an EC-OECD seminar series on designing better economic development policies for regions and cities, Foster (2017) presented a research paper on applying behavioral insights to organizations. The paper explored the academic root for the behavioral management tools suited for use within the European Commission’s regional policy context, with a view of establishing trends of organizational behaviour among public institutions. Foster (2017) argues that for institutions to effortlessly apply organizational behaviour management, they should adopt the “define-diagnose-design-test” approach of implementing and testing behavioral modifications. This entails carefully defining the organizational problems that need to be addressed followed by identifying barriers or bottlenecks that discourage the desired behaviors. Consequently, it leads to designing an intervention to address the challenge which may be a modification of the current practices.

2.4 Knowledge Gap

Several studies have been conducted on organizational behaviour modification and performance within organizations to determine the extent of recognition to employee commitment (Obiageli, Uzochukwu, Leo, & Angela, 2016). Other studies have explored organizational behaviour modification and how it impacts the entire organization (Cunningham & Geller, 2008; Kurgat, Chebet, & Rotich, 2015; Foster, 2017). However, these studies employed a different strategy which was a literature review and not similar to other studies that used survey and descriptive designs such as Vigoda-Gadot and Beeri (2011) and Obiageli et al., (2016). Also, most of these studies were not in government institutions except a study by Vigoda-Gadot and Beeri (2011) which was undertaken in a public health care facility. Therefore, the use of different methodologies and few studies locally that address OB Mod and service delivery in the public health sector amid numerous reforms by the government, validates the need for this study, particularly in the immigration department in Kenya.

Table 2.1 Knowledge Gap Table

Variables	Author(s)	Topic & Findings	Gaps	How the study filled the gap
Reinforcement strategy	(Wei & Yazdanifard, 2014)	Applying positive reinforcement in enhancing organizational performance. Findings show that this positively	Was not carried out in public organizations in Kenya.	Aimed to determine how a positive reinforcement strategy can improve service delivery in Kenya.

	(Artis, 2012)	improves performance. Impact positive reinforcement strategies in increased job performance of employees	Was conducted for employees and not the organization's service delivery.	The study was undertaken on the organization through employees.
	(Asadullah, Juhdi, Islam, Abdullah, & Ahmed, 2018)	Effect of reinforcement and punishment on employee performance. Established that reinforcement & punishment significantly influence motivation, values & decision making.	Was not carried in the context of public organizations in Kenya.	Proposes to understand the challenges facing Kenyan public organizations with regards to service delivery.
Readiness for change	(Neves, 2009)	Readiness for change and its contributions to employee's level of change and turnover intentions. Results show that a high level of commitment & self-efficacy explains the readiness of employees in enhancing service delivery	The study did not directly address organizational behaviour modification relating to service delivery of public organizations.	Sought to understand the contribution of readiness for change on service delivery in Kenyan public organizations
	(Neves, 2009)	Organizational justice & Employee readiness for change in large public sector organizations. Findings established that employees in developing countries can develop positive attitudes based on disruptive and procedural justice	Was not conducted in Kenya.	Sought to explore a similar study in Kenya with a similar approach in public organizations, with readiness for change as one of the contributions to effective service delivery.
	(Kirraine, Lennon, O'Connor, & Fu, 2017)	Mediating role of psychological capital linking perceived management support with employees' readiness for change. There is partially a mediating role of psychological capital.	Was not exhaustive in determining how other factors such as personal attributes mediate the relationship.	Aims at determining how personal attributes, for instance, mediate, towards quality service delivery.
Aligning objectives of organizational	(Bharijoo, 2008)	Examined behaviour mod as an efficacious tool for shaping	Was not carried out in the context of public service	Focuses on determining organizational

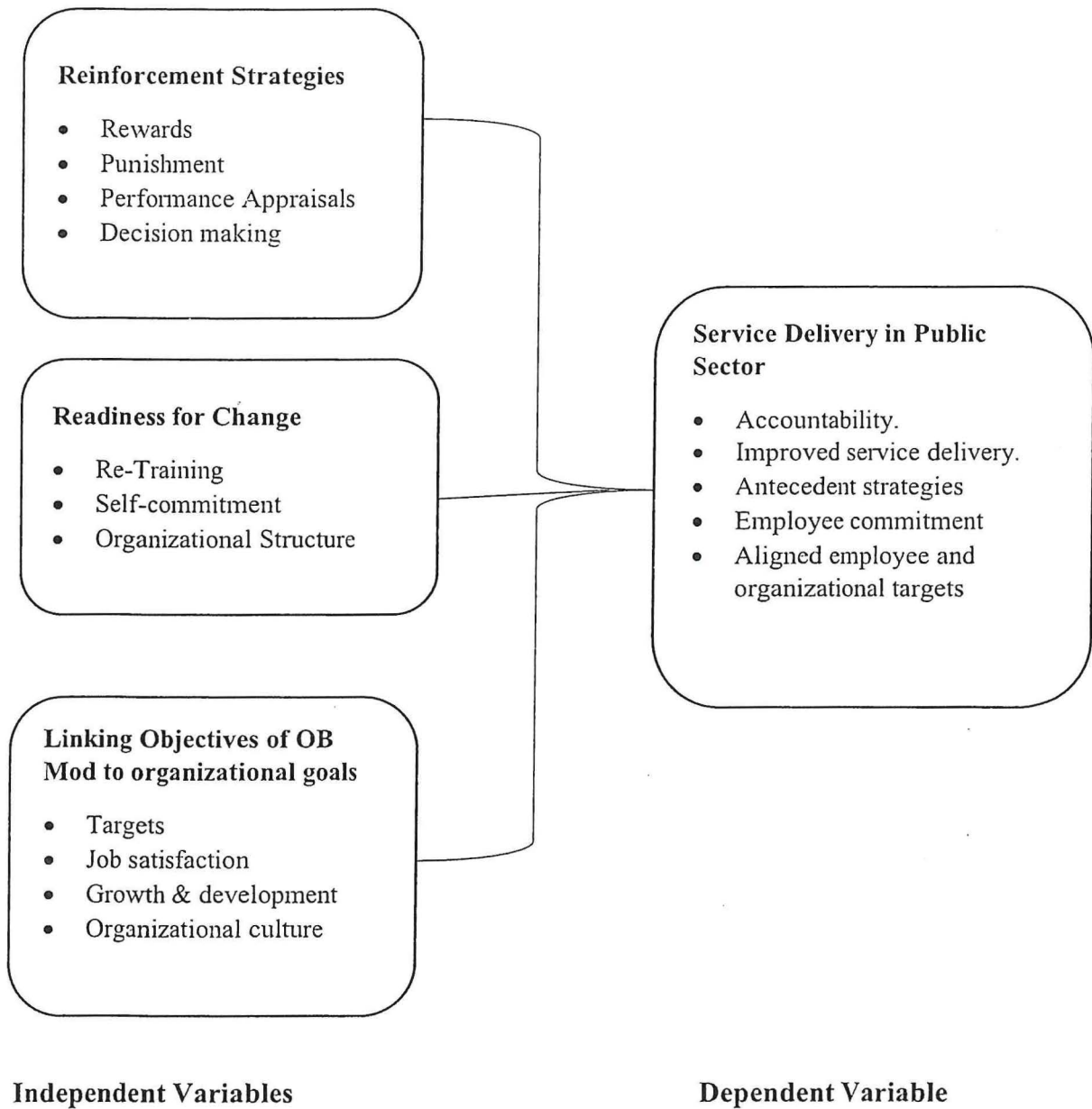
behaviour modification to organization goals		behaviour productive & supportive to organizational goal attainment. Established that organizational behaviour modification improves productivity & creates a conducive learning environment.	organizations in Kenya.	behaviour modification in public organizations
	(Ojo, 2009)	Using culture as a dimension of organizational behaviour modification, examined its impact on employee job performance & organizational productivity. Found out that supportive culture through organizational behaviour modification improves performance & productivity.	Did not include other dimensions of organizational behaviour modification other than culture.	Sought to include other dimensions of organizational behaviour modification in determining service delivery.
	(Ellinger, Ellinger, Yang, & Howton, 2002)	Learning process as an organizational behaviour modification in enhancing competitive strategy. Reveals that the learning process improves competitive strategy & performance.	Findings on learning processes alone cannot be generalized on the general effectiveness of organizational behaviour modification in an organization.	Sought to include learning processes and other behavioral strategies in determining service delivery of public organizations

2.6 Conceptual Framework

A conceptual framework of a study is a blueprint that outlines the relationship between the independent and dependent variables of this study. Importantly, the proposed conceptual framework was based on the researcher's understanding and knowledge following a critical review of the literature. For this study, the independent variables were reinforcement strategies, employees' readiness for change, and aligning objectives of organizational behaviour modification with organization goals. The dependent variable was service delivery, in the

public sector. The conceptual framework of this study outlines the inter-relationship between variables and the independent variables as shown in figure 2.1.

Figure 2.1 Conceptual Framework



2.7 Operationalization of Variables

This section outlines how this study defined and measured the specific objectives as they were used in the study. The operationalization of variables was presented in Table 2.2 of the study.

Table 2.2 Operationalization of Variable

Variables	Definition of variables	Measurement/indicators
Reinforcement strategies	Explains the need to control the process of action and behaviour in each person.	<ul style="list-style-type: none"> • Rewards • Punishment • Performance Appraisals • Decision making
Employees' readiness for change	Workers' change commitment and change efficacy to implement organizational change or behaviour modification.	<ul style="list-style-type: none"> • Re-Training • Self-commitment • Organizational Structure
Linking objectives of OB Mod to organizational goals	OB Mod and departmental goals that lead to improved service delivery.	<ul style="list-style-type: none"> • Targets • Job satisfaction • Growth & development • Organizational culture
Service delivery	Degree of employee practices in offering government services with ease.	<ul style="list-style-type: none"> • Accountability. • Improved service delivery. • Antecedent strategies • Employee commitment • Aligned employee and organizational targets

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodological approaches this study adopted in its investigation. It outlines the blueprint on the process through; research design, population, sampling, data collection methods, data collection procedures, research quality; validity and reliability, data analysis, and ethical issues in research. Diagnostics tests of the study are also highlighted in this chapter.

3.2 Research Design

The research design refers to the blueprint of the study, the structure of the research that holds all the elements in the research project. It is a scheme or a plan that contains steps and processes followed towards; 1) gathering data, 2) type of data, 3) tool used, and 4) how data was analysed, among others (Creswell & Creswell, 2017). A good design for the study should be simple, effective, and relatable to the research problem. Within the ongoing reforms in the Ministry of Immigration in Kenya, this study aims to assess the current ongoing nature of day-to-day functions.

Thus, a descriptive research design was the most appropriate. The advantage of this quantitative survey design over others is that it describes situations in their context such as why, how, when, and who, without interfering with their natural conditions (Omair, 2015). Further, the advantage of the descriptive design is that it highlights critical issues in a very descriptive and causal manner, succinctly outlining the relationship between organizational behaviour modification and service delivery. The description of this relationship may lead to the formulation of an important principle to a significant and cross-cutting challenge. This allows all intended users of the study to understand the study findings and possibly adopt them.

3.3 Population and Sampling

3.3.1 Target Population

Mugenda and Mugenda (2010) refer to the population as a totality of all individuals or objects that conform to a set of specifications. In this research, the population was individuals working in the Immigration department headquarters in Nairobi, Kenya. The study focuses on individuals of all races, gender, and education status among other factors. Due to lack of clarity regarding the accurate number of employees at the Immigration head office, this study relied on previous researches focusing on the Immigration department in Nairobi to establish the study population. For instance, a review of one study suggested that the population at the Immigration department could be around 695 (Mwayo, 2018). Though this study acknowledges that the circumstances could have changed, the number was adequate to make the study population. The eligibility criteria in this study were that the respondents had to be individuals working at the Immigration department head office in Nairobi.

3.3.2 Sampling Technique and Sample Size

The sampling technique refers to the process by which a desired sample size for the study was selected. It indicates the technique or methodology that the study adopts in picking a portion of the target population to take part in the study (Mugenda & Mugenda, 2010). This study uses a probability sampling method. First, Yamane's (1967) sampling formula was adopted to estimate the sample size of the population. After that, a stratified random sampling technique was adopted. The advantage of having a stratified random sampling method is that it enables the study to classify the study participants into strata equivalents to four (4) units. Therefore, Yamane (1967) formula was:

$$n = \frac{N}{1 + N(e^2)}$$

Where: n – desired sample size; N – population of the study, e^2 – is the margin of error at 0.05.

The sample size is the selected portion of the target population to participate in the study. The ideal sample size should be small enough to save on both time and monetary resources but large enough to minimize sampling error. Most importantly, a good sample size should have similar characteristics as the target population to assist in the generalization of the study

findings (Mugenda & Mugenda, 2010). As a result, the sample size of the study was 254 participants, as shown below.

$$n = \frac{695}{1 + 695(0.05^2)} = 254$$

The sample of the study was then classified into strata of four groups. Stratified sampling gives each stratum an equal probability of participating in the study. From the sample size determined, it indicates that each stratum had a 36.55% probability of participating in the study as shown in Table 3.1.

Table 3.1 Sampling Frame & Sample Size

Strata/Group	Actual Population	Probability %	Sample Size
Heads of departments	12	36.55	4
Immediate supervisors	96	36.55	35
Officers other than heads of department in each unit	410	36.55	150
Other supervisors and staff	177	36.55	65
Total	695		254

Source: Mwayo (2018)

3.4 Data Collection Instruments

This study adopted a semi-structured questionnaire survey tool with closed-ended questions to collect primary quantitative data for answering the research questions. And so, a 5–point Likert scale ranging from ‘strongly agree’ – 5 to ‘strongly disagree’ – 1 was designed to measure respondents’ attitudes towards various constructs related to each study objectives. Importantly, Likert scale was adopted as it remains the most recommended survey tool in minimizing respondents’ level of frustrations, thus, increasing response rate (Crowther & Lancaster, 2012). Besides, this study found Likert scale to be simple to understand for participants and delivers reliable quantitative data that can be analyzed with relative ease.

The questionnaire survey tool had two parts. The first part collected information about the respondents' demographics; age, education level, gender, and experience among other factors. The second part collected information about OB Mod and service delivery. This study designed 8-simple semi-structured questions (measurements) under each study variable. Respondents, thus, indicated their level of agreement with each question.

3.5 Data Collection Procedure

This study adopted an online web-based survey method. First, a questionnaire link was designed using Google Docs and reviewed to see the suitability in collecting accurate and reliable information. The predetermined questions were simple and easy to understand. The introduction part of the online questionnaire survey contained consent information describing the purpose of the study, risks, and benefits involved, voluntary participation, confidentiality and anonymity, and the freedom to withdraw consent at any stage of this study. Also, the section vividly informed the respondents that this study has been approved by the NACOSTI body as educational and not for any other purposes.

The researcher then obtained approval from various heads of departments together with necessary information about the respondents, for instance, their names and contacts from the Immigration Administration. Due to inability to establish the social contacts of all employees, the few selected were requested to share the survey link in their various organization/departmental social groups. The respondents had close to two (2) months to fill the questionnaire. A longer period was given since the COVID-19 pandemic forced people to adjust to emerging new work practices and the challenges that people were facing at the beginning.

3.7 Research Quality

In this study, research quality was conducted with a specific aim to determine the feasibility of the research design – plan, strategy, or process through a pilot study (Kothari, 2012). According to Doody and Doody (2015), “a pilot study is a small-scale type of a planned study carried out on a small group of individuals similar to those to be involved in the main study.” The objective was to test the final project, for instance, procedures for participant recruitment, content validity of the questionnaire, and usability of adopting a web-based strategy of administering the online questionnaire.

From the 30 participants purposively involved in the pilot study, the researcher established that the main study is feasible, with a few changes to the protocol. A few questions were redesigned under reinforcement strategies, readiness to change, and how to align objectives of organizational behavior modification with organization goals. Also, the research process was revised to improve clarity and ease of completion. The researcher shortened the questions where possible. Besides, pilot study participants were able to respond to the online survey within a short time. This suggested that the participants are likely to respond fast during the actual study.

3.7.1 Reliability of the Study

Reliability refers to whether indeed the instrument is 1) reliable, 2) can give similar information when used over and over, and 3) can be used in a similar study and give findings that can be used for generalization. To determine the reliability of the instrument of this study, the Cronbach alpha test was used. Thus, an alpha coefficient of 0.7 and above implied that the instrument was reliable and can give reliable information, while below 0.7 implied that the instrument was unreliable i.e. not reliable enough to give consistent information when used repeatedly (Brink, Van Der Walt, & Van Rensburg, 2010). Results are shown in Table 3.2.

Table 3.2 Reliability Results

Variable	Cronbach's alpha coefficient	No. of items	Comment
Reinforcement strategy	0.701	8	Reliable
Employees' readiness to change	0.732	8	Reliable
Aligning objectives of organizational behavior modification with organizational goals	0.7191	8	Reliable
Service delivery	0.796	8	Reliable

Reliability coefficients, Table 3.2 results established that service delivery had the highest reliability coefficient ($\alpha = 0.796$). Employees' readiness to change recorded a reliability alpha coefficient value of $\alpha = 0.732$ followed closely by aligning objectives of OB Mod with organizational goals with an alpha coefficient value of $\alpha = 0.719$. The reinforcement strategy recorded the least alpha coefficient value of $\alpha = 0.701$. However, the outcome shows that both the alpha coefficient values for the four variables of the study were greater than 0.7, thus, indicating that the study instrument can yield similar results when used over and over.

3.7.2 Validity of the Study

Validity refers to the level of accuracy of the information that the instrument of data collection provides. It determined whether the questionnaires constructs measured what they ought to measure without deviating to other issues unrelated to this study. This study adopted both content and face validity (Creswell & Creswell, 2017). The justification for use of content validity in this study was that it allowed the researcher to design questionnaire constructs and shared with an expert, supervisor in this case. The supervisor reviewed the contents of the questionnaire then provided feedback on possible ways to improve the questions. Moreover, the accuracy of the information was established through face validity where the supervisor was asked to rate the questionnaire tool as it appears (at a face value). Two rating scales i.e., suitable or not suitable was designed to establish face validity. The feedback from the supervisor confirmed that the test was suitable for the purpose of this study. Therefore, the feedback was used to improve the test where possible.

3.8 Data analysis and Presentation

Both descriptive analysis and inferential analysis were adopted with the aid of Statistical Package for Social Sciences (SPSS v.22.0) to analyze the quantitative data for this study. For descriptive analysis, this study followed the basic analysis of the Likert-data type procedure provided by Harpe (2015). The justification for following Harpe's basic analysis is that it is recommended that individual rating items with numerical response formats at least five categories (5-point scale) in length be treated as continuous data. This study uses the Arithmetic Mean, Mode, and Median of the frequency results to describe the participants' level of agreement with various constructs that form a single composite variable.

Since individual item was not a measure of the overall stated objectives in this study, and drawing on Likert's thinking as highlighted in Harpe's work, the objective(s) of interest was measured by the aggregated group of constructs developed under each variable. Thus, a composite mean/mode/median was established where above 3.0 indicated "agree" whereas below 3.0 indicated "disagree." The advantages of inclusion of aggregated data (composite mode, median, and mean) in this study, was that they are acceptable for ordinal, interval, and ratio data as the major parametric tools, which assumes data followed a normal distribution.

This study then conducted the inferential analysis using the aggregated rating scales (composite) of each variable under investigation. Specifically, correlation established the hypothesised linear relationship between independent and the dependent variables. A regression analysis was then conducted to determine the relationship between study variables at a 5% level of significance. For instance, what is the extent of effect of reinforcement strategies, employees' readiness for change, and aligning objectives of OB Mod with organizational goals on service delivery?

3.8.1 Model

The regression model estimate was as follows:

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = Service delivery; α = Intercept coefficient; $\beta_1 - \beta_3$ = Coefficient of dependent variables; X_1 = Reinforcement strategies; X_2 = Employees' readiness for change; X_3 = Aligning objectives of organizational behavior modification with organization goals.

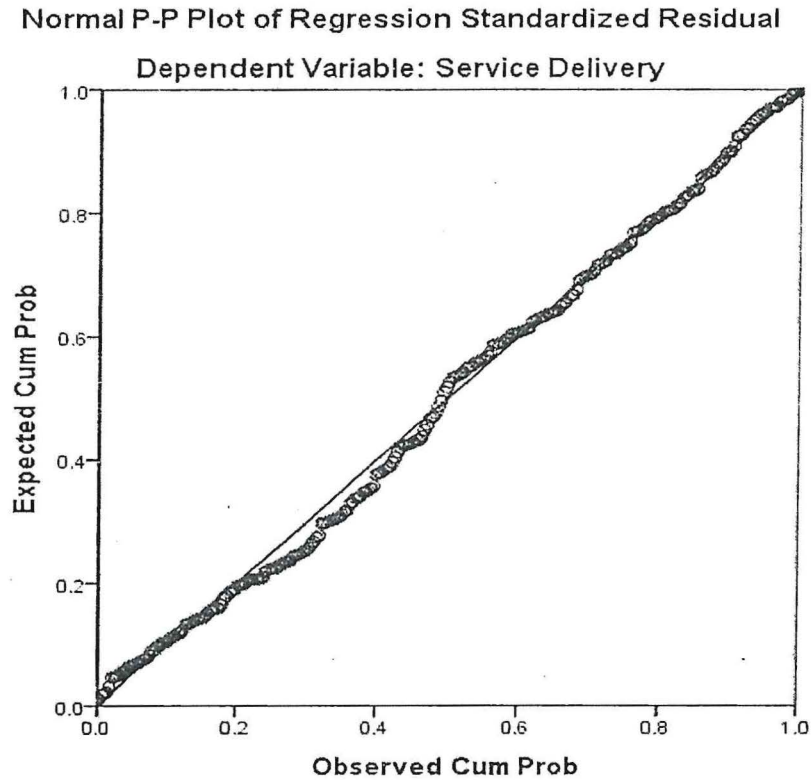
3.8.2 Diagnostic Tests

Before fitting the model of the study and also to ensure that data was adequate for making study conclusions, the researcher carried out some diagnostic tests. Such tests included normality tests and multicollinearity tests (Dul & Hak, 2008).

3.8.2.1 Normality Test

To test whether data were normally distributed to fit the model, a graphical method was used with the aid of a normal P –P plot (cumulative frequency) regression standardized residual. The assumption is that if the data are normally distributed, the data points should be close to the diagonal line. And if the data points are far from the line, then we conclude that the data are not normally distributed (Chasemi & Zahediasl, 2012). Therefore, as presented in Figure 3.1 of this study under normal P –P plot of regression standardized residual, the data points are located close to the diagonal line. This suggests that the data is normally distributed.

Figure 3.1 Normal P –P Plot Regression Standardized Residual for Normality Test



3.8.2.2 Multicollinearity Test

This test was conducted to establish whether there exists a correlation between independent variables in the model. Thus, multicollinearity exists when independent variables are correlated and can cause problems to the model outcome. Using Variance Inflation Factors (VIF), a VIF of 1 indicates no problem of correlation, VIF of 1 – 5 suggests moderate correlation but is not severe. A VIF greater than 5 presents the problem of multicollinearity (Frost, 2017).

The results shown in Table 3.3 of the study reveals that the VIFs indicate that the model does not have a severe multicollinearity problem for all the independent variables. Notice that reinforcement strategy, employees' readiness to change, and linking OB Mod to organizational goals have a VIF near 1, for instance, 1.030, 1.003, and 1.033. Thus, the VIFs suggest no correlation between the independent variables of the study.

Table 3.3 Multicollinearity Test Results

Variables	Collinearity Statistics		
	Sig.	Tolerance	VIF
Service delivery	0.025		
Reinforcement strategy	0.225	0.971	1.030
Employees' readiness to change	0.000	0.997	1.003
Aligning objectives of organizational behavior modification with organization goals	0.000	0.968	1.033

3.9 Ethical Considerations

First, the researcher drafted the research dissemination plan and consent form and applied for the ethical approval letter from Strathmore University Ethics and Review Board. The dissemination plan provided a blueprint of how interested individuals or bodies included in the study may benefit from the study findings including in the peer review journals. The consent form contained the purpose of the study. It also described the risks and benefits of the study, confidentiality, anonymity of the respondents, and how data collected is to be stored. It also provided respondents with information regarding voluntary participation and explained that they are free to withdraw their consent at any stage of the study.

Finally, the consent form provided information details about the researcher, supervisor, and Strathmore University research office. The researcher politely reminded the respondents to feel free to use the information provided for further clarification. Once the researcher obtained the university ethical letter, the next stage involved applying for the National Commission for Science, Technology, and Innovation (NACOSTI) online research permit. The researcher waited for about two weeks for the letter to be ready. Upon obtaining the NACOSTI letter, the ethical letter from the university, and the consent form, the researcher then proceeded to the field to collect data.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter provides the analysis and interpretation of the data. The chapter presents the response rate followed by descriptive findings that include the respondents' demographic and results on respondents' level of agreement with statements related to each variable. Lastly, the chapter presents the findings on inferential analysis with a brief discussion of the established findings.

4.2 Response Rate

A total of 254 questionnaires were self-administered to the study respondents at the Immigration offices in Nairobi as the research site. A total of 155 questionnaires were filled and returned for data analysis. This represents a 61% response rate for the examination as shown in Figure 4.1. Mugenda and Mugenda (2010) demonstrated that a 50% response rate is adequate, 60% is good, and above 70% is very good. Thus, a 61% response rate for this study is good for answering the study questions. Moreover, it was observed that all the questionnaires returned for data analysis were filled. The researcher noted that non-response could have been due to refusal in which some participants declined to participate in the survey as well as non-contact which suggests that the researcher may have failed to make direct contact with the participants. However, the established response was good for this study.

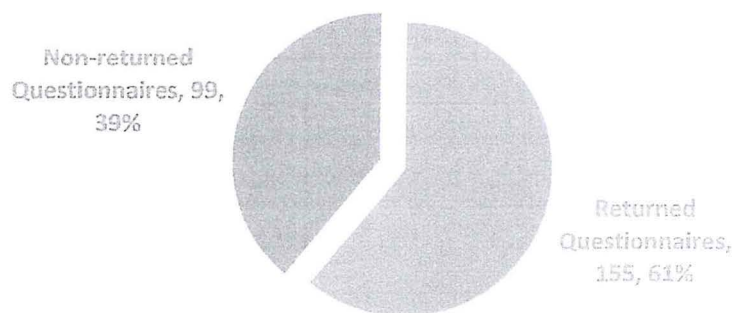


Figure 4.1 Response Rate Results

4.3 Descriptive Analysis

4.3.1 Demographic Results

This research project assessed the demographic information of the participants such as age, gender, education, and level of experience at the Immigration department offices in Nairobi.

4.3.1.1 Gender

Regarding the gender of the 155 participants involved in the study, as presented in Figure 4.2, results suggest that more male 83 (53.4%) than female 72 (46.6%) participated in the study. And so, there could be more males than females at the Immigration department offices. However, the difference is minimal as findings reveal. This could imply that most women have been able to access employment opportunities in government offices, thus, reducing the employment gap between men and women. It could also mean that both genders understand the effectiveness of OB Mod in the organization, its importance, and how it improves behavior that is necessary to improve service delivery.

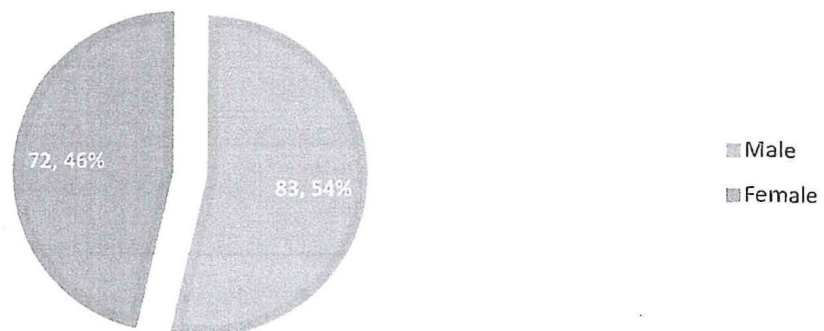


Figure 4.2 Gender of the Respondents

4.3.1.2 Age

Additionally, the investigation examined the participants' age distribution to ensure that participants were evenly distributed across the organization. Outcomes presented in Figure 4.3 reports that the majority of the study participants 52 (33.7%) were in the age category of 26 – 35 years, 41 (26.5%) belonged to the age group of 46 – 55 years while 30 (19.7%) belonged to the age category of 36 – 45 years. Also, participants above 55 years were 24 (15.2%) whereas the minority participants 8 (4.9%) were below 25 years of age. Though this result demonstrate

that the study captured response from diverse respondents regarding age, it is evident that most employees at the Immigration department are above 36 years of age. The outcome suggests that this age group understands the significance of aligning objectives of OB Mod with organization goal, thus, making employees ready for any management practices aimed to improve performance.

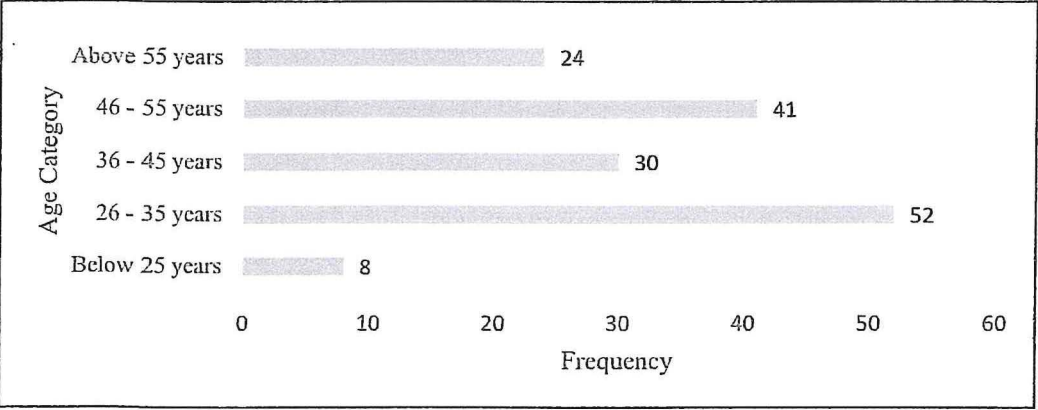


Figure 4.3 Age Results

4.3.1.3 Education

Data presented in Figure 4.4 reports that close to half of the examination participants, 78 (50.4%), had undergraduate education level. Approximately 35 (22.7%) and 35 (22.3%) of the participants had others and graduate education levels. Only 7 (4.6%) of the participants included in the study had postgraduate education levels within the Immigration department.

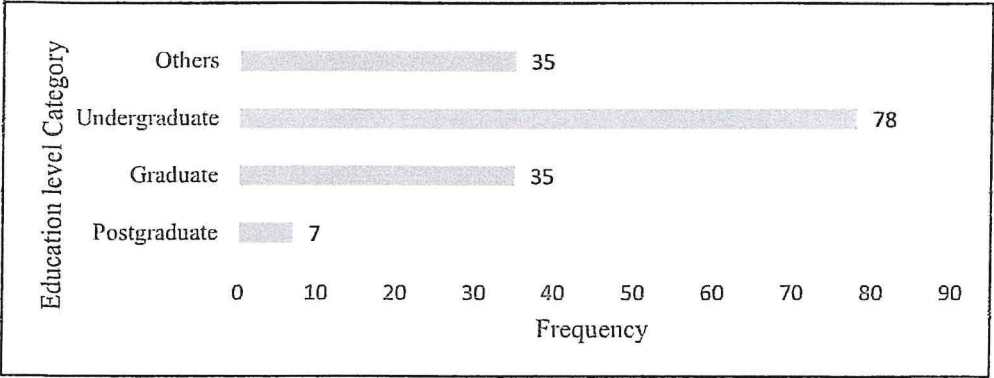


Figure 4.4 Education Level Results

The findings portray a picture of government offices where a majority of the workforce are individuals with either an undergraduate level of education or other education levels such as a

diploma. However, the evidence presented in this study indicates that many participants have an adequate education level which signifies the increased need for knowledge search among employees in the modern organization.

4.3.1.4 Experience

This study also investigated the participants' level of experience in the organization. Figure 4.5 results indicate that the majority 55 (35.6%) had 1 – 2 years of experience, 43 (28.0%) had 3 – 4 years of experience, and 23 (14.8%) had an experience of below one year. Besides, the report established that 22 (14.4%) respondents had 5 – 6 years of experience while 11 (7.2%) had above six years of experience. Therefore, the evidence that most employees have experience of 1 – 2 years suggests the importance of this study in examining OB Mod as a strategy to improve individual behavior in the organization to improve service delivery. It implies that the management of the Immigration department is concerned with employees' behaviour in the organization, and as such, includes even their employees with less experience to participate and understand the importance of OB Mod implementation.

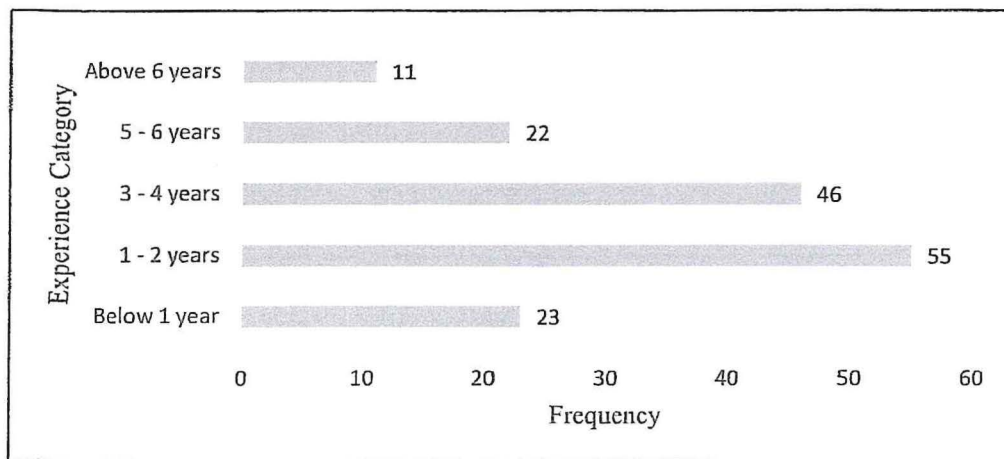


Figure 4.5 Experience Results

4.3.2 Organizational Behavior Modifications

As highlighted in the data analysis section under the methodology chapter, the descriptive analysis follows the basic analysis provided by Harpe to describe participants' level of agreement (perceptions) with various items that make a single composite variable of this study.

4.3.2.1 Reinforcement Strategies

Table 4.1 of this study presents the descriptive results of participants' level of agreement with various items that make a composite reinforcement strategy variable. The statement that "at an individual level, I try to achieve individual set goals on time since the goals are linked to departmental and organizational goals" had a mean, mode, and a median of 3.84, 4.00, and 4.00 respectively. Regarding punishment as a reinforcement strategy that management uses, the statement that "management may slow promotion processes for poor work and lack of effort" had a mean, mode, and a median of 3.61, 4.00, and 4.00 respectively. As suggested by Asadullah et al., (2018), punishment as a reinforcement strategy significantly results in employee's positive perceptions about motivation, values, decision-making, and tackling conflicts which result in a change in behavior in the organization.

Table 4.1 Reinforcement Strategies Results

	Mean	Mode	Median
There exist reward systems that acknowledge the contribution of an individual.	3.25	4.00	3.00
I get a special feeling to improve my performance when I am recognized or praised for performing better.	3.23	3.00	3.00
We always make plans to achieve desired goals as an organization.	3.13	4.00	3.50
I try to achieve individual set goals on time since they are linked to departmental and organizational goals.	3.84	4.00	4.00
We put in more effort as a team to accomplish various goals in the organization.	3.05	2.00	3.00
We are motivated by the need to work better, improve performance and satisfy the citizens of this country.	3.22	4.00	4.00
Management may slow the promotion process for poor work and lack of effort.	3.61	4.00	4.00
At times, employees are taken on probation to align their behavior organization values, and goals.	3.09	4.00	3.00
Average Mean/Mode/Median	3.30	3.63	3.43

Moreover, the Table 4.1 results show that the statement "there exist reward systems that acknowledges the contribution of an individual" had a mean, mode, and a median of 3.25, 4.00, and 3.00 respectively. Accordingly, this finding links to previous research (Wei & Yazdanifard, 2014) on the use of positive reinforcement in the form of incentive systems to improve the efficiency and effectiveness of employees in the organization. Obiageli, et al., (2016) further revealed that the availability of systems such as recognition system is important in proving

behavior modification. It gives employees a positive perception, resulting in a high level of commitment in the organization. Generally, an established average mean, mode, and a median of 3.30, 3.63, and 3.43 respectively indicates that respondents agree with reinforcement strategy as a technique to enhance behaviour change.

4.3.2.2 Employees' Readiness to Change

The Table 4.2 descriptive results reveal that the statement that “My value for change and new approaches for the business drives my will to participate in the change process” had a mean, mode, and a median of 3.33, 4.00, and 4.00 respectively. Additionally, the statement that “The level of political environment and managerial support we get make us commit to the change-making process” had a mean, mode, and a median of 3.27, 4.00, and 3.00 respectively. The findings concur with the previous assertion that high levels of commitment towards self-efficacy explain the employees' readiness to change resulting in improved performance and efficient service delivery (Neves, 2009).

Table 4.2 Employees' Readiness to Change Results

Statement	Mean	Mode	Median
My value for change and new approaches for business drives my will to participate in the change process.	3.33	4.00	4.00
We feel involved in most decision-making regarding changes needed in the organization.	3.19	4.00	3.00
We only participate in the change process when it resonates well with organizational core values.	3.13	4.00	3.00
In most cases, we participate in the change process because top management supports the change.	3.05	2.00	3.00
I participate in the change process when I know what it takes to implement change effectively.	3.14	4.00	3.00
We have enough resources to implement change effectively.	3.16	4.00	3.00
The level of political environment and managerial support we get makes us commit to the change-making process.	3.27	4.00	3.00
Level of learning we get and also innovation that change brings to the organization makes us commit to the process.	3.19	3.00	3.00
Average Mean/Mode/Median	3.18	3.63	3.13

The Table 4.2 results further show that the statement that “We feel involved in decision-making regarding changes needed in the organization” had a mean, mode, and a median of 3.19, 4.00, and 3.00 respectively. The results support early findings by Soumyaja et al., (2015) who found out that process factors such as participation in decision-making and quality communication are essential aspects of employees’ readiness to change. Thus, the established average mean of 3.18 elaborately indicates that respondents agreed that employees’ readiness to change is important for behavioral changes in the organization

4.3.2.3 Aligning Objectives of Organizational Behavior Modification with Organization Goals

This section presents the results on the extent to which aligning objectives of OB Mod with organization goals improve service delivery at Immigration offices in Nairobi. It has information such as adaptability, collaboration and partnership, job satisfaction, and development. The results presented in Table 4.3 indicate a composite mean, mode, and median of 3.35, 4.00, and 3.63 respectively. The results may imply that participants agree that aligning objectives of organizational behavior modification with organization goals results in adaptability, collaboration, and development in the organization leading to better service delivery.

Specifically, the statement that “I can be able to perform various roles since modification provides the opportunity to learn other roles in the organization” had a mean, mode, and a median of 3.49, 4.00, and 4.00 respectively. The findings are in agreement with Bharijoo’s (2008) results that organizations implement behavior modification practices as a strategy to not only improve productivity but also to create a conducive learning organization to improve job satisfaction among employees. Similarly, the statement that “I have been able to adjust my priorities to better meet changing organizational goals” a mean, mode, and a median of 3.47, 4.00, and 4.00 respectively (Table 4.3). This finding supports Wilder and Austin’s (2009) outcome that organizations with effective behavior modification practices or objectives increase their productivity, technical knowledge, and skills of their employees in adapting to changing behavior in the modern organization.

Table 4.3 Aligning Objectives of Organizational Behaviour Modification with Organization Goals

Statement	Mean	Mode	Median
It has enabled me to work more effectively in changing environment through learning and training.	3.36	4.00	4.00
I have been able to adjust my priorities to better meet changing organizational goals.	3.47	4.00	4.00
It has improved my skills on how to work and collaborate better with others to accomplish goals and objectives.	3.39	4.00	4.00
It has enabled me to understand how divisions and departments can work better together.	3.20	4.00	3.00
Am currently enjoying my new roles since my attitude is now positive in the organization.	3.25	4.00	3.00
I can be able to perform various roles since modification provided the opportunity to learn other roles in the organization.	3.49	4.00	4.00
The modification process has given me a sense of growth as I have acquired communications skills.	3.40	4.00	4.00
I can solve consumer needs on time as a result of my enhanced level of innovation.	3.22	4.00	3.00
Average Mean/Mode/Median	3.35	4.00	3.63

4.3.2.4 Service Delivery

This examination assessed participants' level of agreement with multiple service delivery constructs at the Immigration department in Nairobi offices, and how they think the organization is progressing amid changes in most government offices. As reported in the frequency Table 4.4, the statement that "We have been able to exceed the expectations of our customers/citizens in the things that matter most" had a mean, mode, and a median of 3.66, 4.00, and 4.00 respectively. Likewise, the statement that "Having positive behavior has increased our level of competence towards serving citizens" had a mean, mode, and a median of 3.50, 4.00, and 4.00 respectively. The results are in agreement with Foster (2017) who narrated that effective service delivery in government offices requires the government to promote citizen-oriented administration and good policies through the implementation of behavioral changes to improve access to public.

Table 4.4 Service Delivery Results

Statement	Mean	Mode	Median
Having positive behavior has increased our level of competence towards serving citizens.	3.50	4.00	4.00
We have been responsible for educating the citizens on the government process when they seek services.	3.28	4.00	4.00
The level of accessibility of services has improved as a result of a high level of changes in the organization.	3.42	4.00	4.00
We have made an extra effort in providing friendly services to the people.	3.39	4.00	4.00
We have been able to exceed the expectations of our customers/citizens in the things that matter most.	3.66	4.00	4.00
We have been able to align ourselves with the new changes to offer quality and timely services.	3.36	4.00	4.00
Communication skills have improved and we have been able to monitor and solve customer/citizen complaints on time.	3.39	4.00	4.00
we study best practices that systematically help in innovative ideas aimed at meeting customer demands	3.42	4.00	4.00
Average Mean	3.43	4.00	4.00

4.4 Inferential Analysis

This section provides the necessary information to answer the specific research questions as outlined in chapter one of this study

4.4.1 Correlation Analysis

Table 4.5 summarizes the strength of the linear relationship between this study variables (independent and dependent variables). Findings reports an inverse correlation between reinforcement strategies and service delivery ($r = -0.018, p > 0.05$). This finding supported earlier results that positive reinforcement has minimal impact on job performance (Artis, 2012). However, these current findings differ with Asadullah, et al., (2018) whose study established that reinforcement and punishment significantly influence motivation, values, decision-making, managing conflict, and overall performance of employees.

In examining the correlation between employees' readiness for change and service delivery, this examination reports a moderate significant linear correlation between the two variables of the study ($r = 0.310, p < 0.05$) (Table 4.5). The results concur with Neves' (2009) study on

readiness for change and its contributions to employees' level of change and turnover intentions. Neves indicated that readiness for change brings commitment and self-efficacy among employees resulting in improved service delivery. Moreover, the current results agree with Kirrane, et al., (2017) that readiness for change through psychological capital improves employees' perception and attitudes in the organization leading to the desire for change.

Third, the study examined the correlation between aligning objectives of organizational behavior modification with organization goals and service delivery. The reported outcome demonstrates a significant solid correlation between the two variables of the study ($r = 0.476, p < 0.05$). Thus, there is a positive correlation between aligning objectives of OB Mod with organizational goals and service delivery in the organization (Table 4.5). The finding agrees with earlier outcomes that OB Mod, when aligned with organizational goals, brings a supportive culture that improves performance and productivity (Ojo, 2009), and creates a conducive learning environment that enhances performance in the organization (Bharjoo, 2008).

Table 4.5 Correlation Analysis

Variables		1	2	3	4
1 - Service delivery	Pearson correlation	1			
	Sig. (2-tailed)				
	N	155			
2 - Reinforcement strategies	Pearson correlation	-0.018	1		
	Sig. (2-tailed)	0.770			
	N	155	155		
3 - Employees' readiness for change	Pearson correlation	0.310**	-0.04	1	
	Sig. (2-tailed)	0.000	0.946		
	N	155	155	155	
4 - Aligning objectives of organizational behavior modification with organization goals	Person correlation	0.476**	-0.171**	0.055	1
	Sig. (2-tailed)	0.000	0.005	0.369	
	N	155	155	155	155

**Correlation is significant at the 0.01 and 0.05 level (2-tailed)

4.4.2 Regression Analysis

The following section provides a comprehensive regression output including the summary model, analysis of variance (ANOVA), and the regression coefficient which explains the effects of independent variables on the dependent variable of this examination.

4.4.2.1 Model Summary

Table 4.6 points out the model summary findings. It demonstrates the extent to which changes in independent variables (reinforcement strategies, employees' readiness to change, and aligning objectives of OB Mod with organization goals) cause changes in the dependent variable (service delivery) of this examination. The outcome presents an **R** which signifies the correlation coefficient and shows the strength of the linear relationship between the independent and dependent variables of this examination. That is to say, an **R** of 0.558 shows

Table 4.6 Model Summary Findings

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.558 ^a	0.311	0.303	0.3077

a. Predictors: (Constant), Reinforcement Strategies, Employees' Readiness to Change, Linking objectives of OB Mod to organizational goals

a significant positive relationship between this examination variables. The reported R Square (R^2) of 0.311 suggests that 31.1% of changes in service delivery at Immigration department offices in Nairobi are a result of changes in reinforcement strategies, employees' readiness to change, and aligning objectives of OB Mod with organization goals. Meaning, 68.9% of other variances in service delivery are a result of other predictor variables not included in this examination.

4.4.2.2 Analysis of Variance (ANOVA)

ANOVA information available in Table 4.7 validate how well the model fits this examination in illustrating the combined effect of organizational behavior modification strategies on service delivery at Immigration department offices in Nairobi. From the findings, the study establishes a p-value of $0.000 < 0.05$ level of significance. Suggesting that the data was perfect for making

the conclusions of this study. An F statistic of 39.155 represent the ratio of Mean Square Regression to the Mean Square Residual. At 0.000^b level of significance, the F statistics illustrate that variances in service delivery at the Immigration department are caused by changes in organizational behavior modification strategies.

Table 4.7 ANOVA Findings

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.125	3	3.708	39.155	0.000 ^b
	Residual	24.625	260	0.095		
	Total	35.750	263			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Reinforcement Strategies, Employees' Readiness to Change, Linking objectives of OB Mod to organizational goals

4.4.2.3 Regression Coefficients

Table 4.8 illustrates the results from linear regression analysis carried out to demonstrate the effect of independent variables on the dependent variable of the examination. The β coefficients describe the extent of the effect of independent variables on the dependent variable. The discussion of results is presented according to study objectives.

First, the investigation assessed the effect of reinforcement strategies on service delivery. Based on the regression coefficient results in Table 4.8, the examination recorded an insignificant positive effect of reinforcement strategies on service delivery in the organization ($\beta = 0.056, p = 0.225 > 0.05$). That is to say, there exists a positive effect, however, the effect is insignificant. The finding differs from previous results that the use of the “define-diagnose-design-test” as a reinforcement strategy to identify bottlenecks that discourage desired behaviors among employees is important to improve performance (Foster, 2017). Additionally, the current examination findings are not in agreement with Wilder and Austin’s (2009) outcome that organizations with effective OB reinforcement strategies increase their productivity and employees’ skills and knowledge resulting in quality performance. Subsequently, previous studies established significant positive effects of reinforcement strategies on job performance (Artis, 2012) and motivation, values, and decision-making (Asadullah, Juhdi, Islam, Abdullah, & Ahmed, 2018).

Table 4.8 Regression Coefficient Findings

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.692	0.306		2.256	0.025
Reinforcement strategies	0.056	0.046	0.063	1.215	0.225
Employees' readiness to change	0.351	0.064	0.284	5.512	0.000
Aligning objectives of organizational behavior modification with organization goals	0.428	0.048	0.471	9.005	0.000

a. Dependent Variable: Service Delivery

The second objective of this investigation examined the effect of employee's readiness for change on service delivery at the Immigration department. Table 4.8 results shows that there exists a significant positive effect of employees' readiness for change and service delivery ($\beta = 0.351, p = 0.000 < 0.05$). The study findings support previous research by Neves (2009) whose study on readiness for change showed that employees' readiness for change contributes to a high level of commitment and self-efficacy in the organization. As a result, Neves concluded that employees' readiness to change enhances service delivery and performance.

Moreover, readiness to change as a strategy of OB Mod facilitates continuous learning among employees which allows them to gain effective skills and knowledge that can be used to improve performance and service delivery (Kurgat, Chebet, & Rotich, 2015). Besides, the study further agreed with Fredrick (2014) that OB Mod focuses on organizational citizenship which explains individuals' readiness for change within the organization leading to job satisfaction and improved performance.

The third objective of the study aimed to establish the effect of linking objectives of OB Mod to organizational goals on service delivery. Results reported in Table 4.8 of the regression coefficient results provided a positive coefficient value and a lower p-value. As such, the findings recorded that there exists a significant positive effect of linking objectives of OB Mod to organizational goals on service delivery at the Immigration department ($\beta = 0.428, p = 0.000 < 0.05$). Therefore, there is a strong relationship between aligning objectives of OB

Mod with organizational goals and service delivery. This finding concurs aligned with organization goals increases productivity, technical knowledge, and skills as well as other quality improvements (Wilder & Austin, 2009). Additionally, there is a need to integrate potential OB Mod within the framework of the organization management techniques and practices or culture to enhance customer safety and improved service delivery (Cunningham & Geller, 2008). Objectives of OB Mod when linked to organizational practices like culture, learning process, and a conducive environment improves productivity, performance, and a high level of service delivery to the clients (Ellinger, Ellinger, Yang, & Howton, 2002; Bharijoo, 2008; Ojo, 2009).

In summary, the overall equation model of the examination is as follows;

$$y = 0.692 + 0.056X_1 + 0.351X_2 + 0.428X_3$$

As shown in the examination equation model, X_1 , X_2 , and X_3 represent reinforcement strategies, employees' readiness to change, and objectives of OB Mod respectively. The results therein suggest that when all factors such as reinforcement strategies, employees' readiness to change, and aligning objectives of OB Mod with organization goals are held constant or equated to zero, service delivery at the Immigration department is 0.692. However, positive changes such as the implementation of reinforcement strategies, employees' readiness to change, and aligning objectives of OB Mod with organization goals would result in an increase in positive effects on service delivery by 0.056, 0.351, and 0.428 respectively. It is, thus, apparent that only employees' readiness to change and linking objectives of OB Mod to organizational goals are significant at a 5% significant level as they both have a significant and strong positive effect on service delivery.

CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter of this study. The first section contributes to an overall comprehensive discussion of the study findings and interpretation as presented in the previous chapter, chapter four of the study. The second section provides extensive conclusions of the study findings and discussions. Specifically, the conclusions of the study cover contribution to knowledge and policy recommendations of the study findings. Subsequent to this are the recommendations of the study outcome followed by areas of further research. The chapter concludes by discussing the limitations of the research.

5.2 Discussion

Both theories and empirical results contribute to the understanding of the interplay between behavior modification practices and service-related practices in the organization. This research also contributes to the understanding of the question of how organizational behavior modification affects service delivery in public institutions. The survey results suggest that service delivery in public institutions is favoured when the management can instill behavior modification practices on their employees. Other factors favouring better service delivery are reinforcement strategies which comprise positive and negative reinforcement strategies, punishment, and extinction. Additionally, the results indicated that readiness shows the level of commitment and self-efficacy of employees towards better service delivery. Finally, the likelihood of better performance is also linked to aligning the objectives of organizational behavior modification with the organization goals. When these objectives are aligned, employees can see the bigger picture and create a vision that emphasizes better service delivery. The use of reinforcement and readiness for change theories in this study, therefore, helps to understand how employees' behavior can be modified in the organization to achieve desired behavior, leading to better service delivery.

Behaviors are ingrained in every individual and organization and this study reports some insights to understand this organizational behavior and how modification of employees' behavior in the organization results in service delivery. The objective of this study was to

determine the effect of organizational behavior modification (organizational behavior modification) on service delivery at the Immigration department through the three research questions as follows:

1. What is the effect of reinforcement strategies on service delivery?
2. What is the effect of employees' readiness to change on service delivery?
3. Does linking objectives of organizational behavior modification to organizational goals affect service delivery?

Research Question 1, identified words and phrases like negative and positive punishment, rewards and recognition, goal planning, and drive persistence that reflected the reinforcement strategies applied by the management to modify behavior. Research Question 2 included phrases like commitment and self-efficacy that reflected employees' readiness to changes in the organization. Finally, Research Question 3 demonstrated how linking organizational behavior modification objectives to the general goals of the organization would result in adaptability, collaboration and partnership, job satisfaction, and the development of employees in the organization. The goal was to establish how these aspects described in each research question of the study affect service delivery in the public sector.

Based on the summary of the research questions and the indicators highlighted herein, the discussion section of this study gives a comprehensive discussion of the reported findings of the study in relation to both the research questions and the existing knowledge (literature review). It is an opportunity that demonstrates how the findings of this study reflect, differs from, or extends the available knowledge and understanding of organizational behavior modification and how it affects service delivery in the public sector. The discussion of the study findings, thus, follows the study questions.

5.2.1 What is the effect of Reinforcement Strategies on Service Delivery?

In this inquiry, reinforcement was used synonymously with words or phrases like punishment (positive and negative), rewards and recognition, goal planning, and drive persistence. The objective was to demonstrate how the management uses this technique (reinforcement) to modify employee's behavior towards efficient service delivery. As reported in the study, the results revealed that there exists an insignificant positive effect of reinforcement strategies on service delivery at the Immigration department. This finding could imply that either there is a

lack of or inadequate reinforcement strategies such as positive punishment that the management uses to elicit positive behavior. Also, there could be inadequate reward and recognition systems which acknowledge the contribution of individuals in the organization.

The findings of this study agree and disagree with some of the existing knowledge on the effect of reinforcement strategy on service delivery and job performance. For instance, this study disagrees with Asadullah et al., (2018) who studied the effect of reinforcement and punishment as organizational behavior modification strategies on employee performance. According to the finding of these authors, reinforcement and punishment significantly affects employees' performance. That is to say, the strategy changes an individual's behavior, values, decision-making, and provides the ability to manage conflict in the organization. The study also disagreed with Wei and Yazdanifard (2014) who demonstrated a significant positive impact of positive reinforcement on employee effectiveness in the organization. As such, the different findings could be due to the context under which the current study was done.

However, the findings of this study concur with other existing knowledge that found reinforcement strategy to be insignificant in modifying the behavior of employees in the organization. Thus, little impact on the general performance and service delivery. The study is in line with the findings of Artis (2012) whose study also showed minimal use of positive reinforcement strategies as a modification technique on employees' job performance. According to Artis, most organizations have an inadequate application of positive reinforcement as an organizational behavior modification technique. However, it remains unknown whether the cost is the challenge or the implementation phase. Broadly, the finding of this study together with Artis' view are in agreement with Noel et al., (2017) findings that in the current business environment, organizations have more performance concerns with regards to reinforcement strategy to make employees perform better.

What the outcome of these studies fails to inform the readers is whether contemporary organizations have command and control and self-regulatory approaches that employees follow to elicit positive behavior. As cited in Wei and Yazdanifard (2014), the command and control approach is where an organization enforces rules or laws through financial and non-financial incentives to promote positive or discourage bad behavior to improve service delivery. Self-regulation on the other hand focuses on an individual's intrinsic motivations. It is the desire of a person to use his or her judgment to follow already set rules in the organization. As such, the insignificance of reinforcement strategy on service delivery as established in the current study

suggest that concerning drive persistence as a self-regulatory approach, employees do not put in more effort as a team to accomplish goals. Also, there could be no clear framework for punishment in case of poor service delivery to the citizens.

5.2.2 What is the effect of Employees' Readiness to Change on Service Delivery

The second objective of this research determined the effect of employees' readiness to change on service delivery. Readiness to change measured an individual's commitment and level of self-efficacy towards new changes in the organization. From the regression analysis performed, findings reported a significant positive effect of employees' readiness to change on service delivery. That is to say, there is a high level of commitment and self-efficacy among employees when it comes to change. What the outcome of this study means is that commitment and self-efficacy demonstrate employees' readiness as a behavior modification strategy that is aimed to elicit positive behavior towards better service delivery in the organization.

The outcome of the study suggests that employees value change and new approaches to business operations and strategies. The study supports existing knowledge on the effectiveness of employees' readiness to change as a behavior modification strategy aimed towards achieving high performance in the organization. For example, the study finding is in agreement with Shea et al., (2014) who pointed out that organizations have developed contextualized adequacy assessments with behavior as a measure of change commitment and efficacy. These measures reflect an individual's readiness for change implementation through modification. Availability of readiness to change, therefore, indicates the extent of employees' behavior towards organizational changes – be it the need to improve service delivery or change the business model.

Additionally, this study finding exhibits a high level of conducive work environment and managerial support as determinants of employees' commitment to change in the organization. As reported in Neves' (2009) study, there is an agreement that factors like regulations and goodwill within the top individuals in the organization pushes employees to develop effective behavioral attitudes that maximize commitment level. In the end, it leads to better work performance and ultimately leading to better service delivery. The findings imply that the support like learning that employees get from the organization creates some sense of good feeling. This not only enhances their level of commitment but also makes them develop value through self-efficacy that drives service delivery in the organization.

This study also confirms Shah's (2011) and Soumyaja, et al., (2015) outcome. Shah pointed out that internal factors in the organization like organizational justice can have a big impact on an individual's readiness to change. This, as the author postulated, can significantly enhance service delivery. Moreover, the study concurs with Kirrane et al., (2017) whose study on managerial support linked psychological support as a management practice mediates employees' readiness to change and service delivery in the organization. Connecting this assertion to the outcome of this study, the implication is that psychological support makes employees feel appreciated and involved. According to Soumyaja et al, employees can develop commitment as a result of trust, communication, and psychological support they receive from their leaders. According to the authors, this ultimately results in better performance.

5.2.3 Does Aligning Objectives of Organizational Behavior Modification with Organization Goals affect Service Delivery?

The final objective of the examination sought to find out whether aligning objectives of organizational behavior modification to the general goals of the organization affect service delivery. According to the study findings, there is a strong significant positive effect of aligning objectives of organizational behavior modification with organization goals on service delivery. As the study found out, aligning behavior modification objectives with various goals of the organization brings adaptability at an individual, departmental, and organizational level. Moreover, it also emphasizes the benefits of collaboration and partnership among individuals or departments to improve services. The implication of this study outcome also is that aligning objectives of organizational behavior modification with organization goals may lead to development – as a growth process for employees to acquire the right behavior for successful service delivery.

The results of this study support a previous study by Kurgat et al., (2015) who stressed modification as a process of behavior management method to enhance development. According to the authors, behavioral changes need to be monitored and reviewed in order to promote and link behavioral development at personal and organizational levels. This can be achieved through learning facilitation. The finding of the current study, therefore, may suggest that there is learning at the Immigration department. This as the results suggest, may have allowed individuals to gain effective skills. Also, learning may have provided employees with the right behavioral attitude that encourages essential knowledge necessary to improve service delivery to the citizens.

Besides, just as the available knowledge suggests, the current finding implies that aligning objectives of organization behavior modification with organization goals enables individuals to adjust their priorities to better meet the changing consumer demand through enhanced service delivery. According to Bharijoo (2008), organizations that manage to connect their behavior modification practices to the long and short term goals of the organization can develop an efficacious behavioral tool that shapes employees' behavior. The author also added that aligning objectives of behavior modification with organization goals through behavioral training assist employees to develop adaptability at the individual, department, and organizational levels. The result is that employees can work more efficiently to provide better services to the people.

Subsequently, the study agrees with Foster (2017) who postulated that organizations need to effortlessly apply behavior modification and adopt the “define-diagnose-design test” approach. In this approach, Foster points out that it involves carefully defining the problems that need to be addressed followed by identification of bottlenecks that act as a deterrence. It then leads to developing an intervention that results in adaptability in the organization. The essence of this approach as linked to the current study, is that it gives the management to define behavioral needs, challenges, and the interventions to develop to address the established behavioral problems. This behavior modification process as indicated by Wilder and Austin (2009), when aligned with organization goals, can assist employees to develop technical skills, positive culture, and job satisfaction leading to better services.

5.3 Conclusions

Service delivery in the public sector have continued to change as a result of changes in the global dynamics and consumer demands. As a result, most government agencies in both developed and emerging economies have embarked on implementing various strategies to enhance service delivery. Whereas most studies focused on changed management strategy and implementation of information technology, the current examination focused on establishing how the implementation of OB Mod can affect service delivery in the public sector. In the context of this study, behavior modification is very important as it shapes the perception and attitude of employees, thus, creating the behavior for accepting and participating in any change processes. From the study findings and discussion, the following conclusions are drawn.

First, the study concludes that even though reinforcement strategies such as punishment have earlier been found to be effective in improving the motivation and performance of employees in the organization, there is little evidence to suggest that it is very effective in enhancing service delivery in the public sector for Immigration department functions. As such, there is a need for management at the Immigration department to redesign their reinforcement strategies. The reinforcement strategy should focus on goal planning (aligning individual or group set goals and departmental goals to organizational goals), drive-persistence (putting more emphasis on working as a team), and recognizing employees to assist them to develop positive behavior aimed to improve service delivery in the public sector.

Regarding the second objective of the study, the study concludes that improved service delivery is highly dependent on the effectiveness of employees' readiness to change in the organization. Just as the examination found out, employees who are ready to change have a positive attitude characterized by a high level of commitment and self-efficacy. This kind of behavior is important for the successful implementation of behavior modification strategies in public sector organizations. It makes employees feel the need to engage and value change processes as it resonates well with organizational core values. The management of the Immigration department, therefore, should provide more emphasis on their employees' readiness to change as findings demonstrate a significant positive effect of employees' readiness to change on service delivery in the organization.

Lastly, the study examined how aligning objectives of OB Mod with organization goals affects service delivery. In conclusion, the examiner reported that aligning objectives of OB Mod with organization goals provide more prominence on the need for collaboration, involvement, and adaptability of employees in the organization. These practices not only enhance employees' positive perception but also creates a good organizational culture that supports service delivery at the Immigration department. The examination further concludes that there is a need for management to first align objectives of OB Mod with organization goals as it provides room for development and a sense of growth among employees leading to expected behavior within the organization.

5.3.1 Contribution to body of Knowledge

This examination elaborates the concept of organizational behavior modification and service delivery in the public sector in a different outlook. Studies on organizational development in the public sector have mostly focused on strategy implementation and information technology to explain service delivery. However, in this examination, the investigator has attempted to swing the attention to behavior modification from employees' perspectives in the organization. Moreover, this study chose the Immigration department as one of the public organizations that have been able to adopt and implement the use of technology in providing services to the people. Thus, the need to understand the employees' behavior regarding these changes aimed to improve service delivery.

Accordingly, adopting emerging management strategies or practices in public sector organizations calls for a review of behavior modifications in these organizations. This is because across emerging economies and some developed nations, most government employees have been accused of being resistant to change and lacking integrity issues to adapt to new behaviors of delivering services to the people. This project, therefore, accentuates the necessity to develop and design an all-inclusive OB Mod policy framework that is particularly aimed at improving the perception and attitude of employees at both levels of the government to enhance service delivery. The results of this project provide relevancy for public and private management experts to design an effective behavior modification program. The framework is aimed to assist government employees to develop positive behavior to improve service delivery.

5.3.2 Policy Implications

The findings presented in this project are relevant for policy in Kenya's public sector as well as other private organizations where service delivery is at the core of the business. Specifically, the findings of this project call for the development of public policy management and implementation of OB Mod in the public sector. In the public sector as well as private sector organizations in Kenya, the present analysis supports the recommendations that management experts and policymakers should acknowledge the emerging issues in the management practices across organizations and their significant implications on the behavior of employees.

Besides, this descriptive research points to the necessity for evidence on implementation and effects on service delivery, and a more systematic understanding of the usefulness of a well-developed OB Mod framework from employees' perspectives. Reinforcement strategies, employees' readiness to change, and aligning objectives of OB Mod with organization goals are not only important at the national government level but also at the county government agencies level.

5.4 Recommendations

Following an extensive literature review, discussions, and conclusions of the study, the following recommendations are made in line with the significance of the study.

5.4.1 Government

Unlike private organizations, government agencies are faced with numerous challenges that affect service delivery across various levels. This project recommends human resources (HR) experts in the government to develop OB Mod policies that are aimed to improve the behavior of their employees. The objective should be to align the behavior of employees with the agencies' objectives to improve results. Good OB Mod policy frameworks are, therefore, necessary at both the national and county government level.

Moreover, the study recommends that there is a need for an effective OB Mod implementation framework that describes the role of employees and management in implementing change practices in a public organization to improve service delivery.

5.4.2 Management Practitioners

This study recommends the need to provide more emphasis on behavior modification as an area that requires the most attention in the management of public service employees. As such, management experts in the public sector should come up with designed policies that focus on probation as a strategy to implement OB Modification. The goal is to ensure that employees' behavior relates to the public management requirements.

5.5 Areas of Further Research

This examination focused on employees at the Immigration department, Nairobi offices. Whereas the findings of this examination are significant for developing an effective OB Mod framework for service delivery in the public sector, there is a need for a similar study to be undertaken in other agencies in the government. Additionally, there is a need to undertake another study on other dimensions of OB Mod strategies on service delivery in government institutions and private organizations or sectors. Moreover, a comparison examination is also necessary to underline the behavior differences in the public sector and private sector employees and how their behavior Mod affects service delivery in their respective organizations.

5.6 Limitations of the Research

Though this examination importantly contributes to the development of knowledge in the management and organizational behavior areas, it has some drawbacks. First, the examination focused only on one government agency, Immigration department offices in Nairobi. Subsequently, this process could be regarded as a constraint on the generalizability of the study findings. However, as the whole of government agency management systems follows certain frameworks, issued by established management experts, most public organizations operate similarly throughout the two levels of the government. Further, a study involving a sample of government agencies across the two levels of the government is needed to confirm whether OB Mod affects service delivery in all government agencies. This technique would further provide researchers with a wider understanding of the OB Mod concepts for the theoretical development of management interventions in enhancing service delivery.

Second, the target participants for this examination were limited to individuals working at Immigration offices in Nairobi. Thus, the conclusion regarding OB Mod and its effect on service delivery is related only to this group of participants. The examination was not intended to generalize the effects of OB Mod implementation on service delivery across all government agencies in Kenya. Further research is, therefore, needed to develop a totality kind of model that includes a range of OB Mod dimensions.

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APPENDICES

Appendix 1: Data Collection Instrument (Questionnaire)

This study seeks to establish how the effects of organizational behaviour modification on services delivery in the public sector; a case of the Department of Immigration. The purpose of information given will be used to build more knowledge regarding the need for implementation of organizational behaviour modification, and how employees' behaviour enhances service delivery in the public sector. All the information given SHALL be strictly used for academic purposes only, and also for building policy recommendations. You are therefore kindly requested to participate in the study, by giving accurate information where possible. Thanks in advance.

SECTION A: GENERAL INFORMATION

1. Name (optional)

2. Gender

Male ()

Female ()

3. Age

Below 25 years ()

26 – 35 years ()

36 – 45 years ()

46 – 55 years ()

Above 55 years ()

4. Education

Postgraduate ()

Graduate ()

Undergraduate ()

Others ()

5. Organization department/unit

Information technology ()

Procurement ()

Finance and accounting ()

Human Resources ()

Administration & Others ()

6. Please indicate your level of experience

SECTION B: ORGANIZATIONAL BEHAVIOUR MODIFICATION

7. **Reinforcement strategies.** *Reinforcement refers to techniques that management use to stimulate positive behaviour so as employees can work better.* Kindly, indicate your level of agreement or disagreement regarding these statements under reinforcement strategies on a scale of 1 – 5 where 5 is strong agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree.

Indicator

1 2 3 4 5

1. Reward and Recognition

- a) There exist reward systems which acknowledges the contribution of an individual
- b) I get a special feeling to improve my performance when I am recognized or praised for performing better.

2. Goal planning

- c) We always make plans so as to achieve desired goals as an organization
- d) I try to achieve individual set goals on time, since they are linked to departmental and organizational goals

3. Drive-persistence

- e) We put in more effort as a team to accomplish various goals in the organization
- f) We are motivated by the need to work better, improve performance and satisfy citizens of this country

4. Punishment

- g) Management may slow promotion process for poor work and lack of effort
- h) At times, employees are taken on probation so as to align their behaviour organization values and goals.

8. **Employees' readiness to change.** *Readiness to change measures a person's commitment and level of self-efficacy towards new changes in the organization.* Kindly, indicate your level of agreement or disagreement regarding these statements under reinforcement strategies on a scale of 1 – 5 where 5 is strong agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree.

	Indicator	1	2	3	4	5
1. Commitment						
a)	My value for change and new approaches for business, drives my will to participate in change process					
b)	We feel involved in most decision-making regarding changes needed in the organization					
c)	We only participate in change process when it resonates well with organizational core values					
d)	In most cases, we participate in change process because top management supports the change					
2. Self-efficacy						
a)	I participate in change process when I know what it takes to implement change effectively					
b)	We have enough resources to implement change effectively					
c)	Level of political environment and managerial support we get makes us commit to change making process					
d)	Level of learning we get and also innovation that change brings to the organization makes us commit to the process					

9. **Objectives of organizational behaviour modification.** *Seek to determine whether objectives of modification are linked to organization goals towards improved service delivery.* Kindly, indicate your level of agreement or disagreement regarding these statements under reinforcement strategies on a scale of 1 – 5 where 5 is strong agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree.

	Indicator	1	2	3	4	5
1. Adaptability						
a)	It has enabled me to work more effectively in changing environment through learning and training					
b)	I have been able to adjust my priorities to better meet changing organization goals					
2. Collaboration & partnership						
c)	It has improved my skills on how to work and collaborate better with others to accomplish goals and objectives					

d)	It has enabled me to understand how divisions and departments can work better together					
3. Job satisfaction						
e)	Am currently enjoying my new roles since my attitude is now positive in the organization					
f)	I can be able to perform various roles since modification provided the opportunity to learn other roles in the organization					
4. Development						
g)	Modification process has given me a sense of growth as I have acquire communications skill					
h)	I am able to solve consumer needs on time as a result of my enhanced level of innovation					

SECTION C: SERVICE DELIVERY

10. **Service delivery.** *Refers to how well employees in the public sector fulfil customers, citizens or enterprises' needs when seeking or providing relevant data.* Kindly, indicate your level of agreement or disagreement regarding these statements under reinforcement strategies on a scale of 1 – 5 where 5 is strong agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree.

	Indicator	1	2	3	4	5
a)	Having positive behaviour have increased our level of competence towards serving citizens					
b)	We have been responsible in educating the citizens on government process when they seek for services					
c)	The level of accessibility of services have improved as a result of high level of changes in the organization					
d)	We have made an extra effort in providing friendly services to the people					
e)	We have been able to exceed expectations of our customers/citizens in the things that matter most					
f)	We have been able to align ourselves with the new changes so as to offer quality and timely services					
g)	Communication skills have improved and we have been able to monitor and solve customer/citizen complaints on time					
h)	we study best practices that systematically help in innovative ideas aimed at meeting customer demands					

Thank you for your participation

Appendix 2: Research Timeline

Activities	Timeline in months										
	Aug	–	Oct	–	Jan	–	Apr - Jul	Aug	–	Jan	–
	Sept		Dec		Mar		2020	Dec 2020		Jun	
	2019		2019		2020					2021	
Topic formulation	XX										
Research concept paper			XX								
Proposal draft					XX						
Corrections & editing					XX		XX				
Proposal					XX		XX				
Proposal submission & defense							XX				
Corrections & editing							XX				
Application for university ethics letter							XX				
Application for NACOSTI							XX	XX			
Data collection								XX			
Data coding, analysis & reporting								XX			
Dissertation write-ups - draft										XX	
Revision & editing of dissertation draft										XX	
Submission of dissertation draft										XX	
Revision & editing										XX	
Submission for defense										XX	
Final thesis										XX	

Appendix 3: Research Budget

THESIS BUDGET

STUDY TITLE: EFFECT OF ORGANIZATIONAL BEHAVIOUR MODIFICATION ON SERVICE DELIVERY AT THE IMMIGRATION DEPARTMENT, KENYA.

Below is the budget of this study. The study is fully funded by the researcher.

	Item (s)	Cost (KES)
1	Internet & Browsing	10,000
2	Stationeries (laptop)	35,000
3	Research editing	6,500
4	Transport	8,000
5	Printing of project copies	4,000
6	Research assistant(s)	14,500
7	Data collection & analysis	15,000
8	Miscellaneous	10,000
	Total	103,000

Sincerely,



Sarah Caroline Gitau.

Appendix 4: University Letter



6th October 2020

Ms Gitau, Sankar,
carolinesankar@gmail.com

Dear Ms Gitau,

**RE: Effect of Organisational Behaviour Modification on Service Delivery at
The Immigration Department in Kenya**

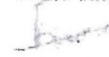
This is to inform you that SU-IFRC has reviewed and approved your above research proposal. Your application approval number is **SU-IFRC 0804/20**. The approval period is **6th October 2020 to 5th October 2021**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IFRC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IFRC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IFRC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IFRC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://www.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,


Dr Virginia Ochieng,
Secretary; SU-IFRC

Cc: Prof Fred Were,
Chairperson; SU-IFRC



Old Sangale Rd, Matunda Estate, PO Box 59857, 00200, Nairobi, Kenya. Tel: +254 (0)203 034000
Email: info@strathmore.edu www.strathmore.edu

Appendix 5: Consent Letter

CONSENT FORM

Title of the Study: Effect of Organizational Behaviour Modification on Service Delivery at the Immigration Department, Kenya.

Investigator: Sankara Caroline Gitau

Institutional affiliation: Strathmore Business School

Research objective: this study aims to determine the effect of organizational behaviour modification on service delivery at Immigration Department in Kenya. The findings will be significant in developing ways of improving employee behaviours which will result in better service delivery and increased efficiency for the Department of Immigration.

How to take part in the study: participating in this study for you is optional. Should you decide to participate, you will be asked to fill the questionnaire. You will be given enough time to read and understand its contents so as to provide accurate information. Should you change your mind, you will be free to withdraw your consent. Should you want to take your time, the questionnaire will be collected in three day's time.

Eligibility to participate in the study: all employees at the Immigration department in Nairobi from various departments are eligible to participate in the study. Employees from other government departments are not eligible to participate.

Getting involved in the study: the investigator will approach and request you to participate in the study and explain to you what the study is all about. Should you be satisfied with the full information, you will be asked to sign the consent form then fill the questionnaire.

Risks and benefits: there are no risks or benefits for involvement in the study. The information given will be used to develop policy aimed at improving and understanding behaviour of employees.

Confidentiality and privacy: information given will be for academic purposes only. No information shall be shared with third parties. All records will be password protected, and will only be accessible through the university library upon request. Confidentiality will be maintained.

Should you have further questions or need clarifications, kindly contact the following:

Investigator (me): Sankara Gitau; Tel No. 0702 830 444; Email: carolinesankara@gmail.com

Supervisor: Dr. Joseph Onyango; Tel No. 0720 879 706; Email: jodhizambo82@gmail.com

Enquiries to: The Secretary-Strathmore University Institutional Ethics Review Board, P.O Box 59857, 00200, Nairobi; Emails: ethics@strathmore.ac.ke; Tel No: +254 703 034 375

Your signature indicates that you have had the study explained to you, that you have understood the study and all of your questions answered satisfactorily and that you understand that you can change your mind at any stage of the data collection.


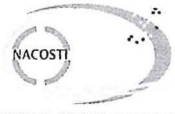



Name: Signature: Date:

For Official Use Only:

Name: Signature: Date:

(Research personnel)

Appendix 6: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 526903	Date of Issue: 09/March/2021
RESEARCH LICENSE	
	
<p>This is to Certify that Miss.. Sankara Wanjiku Gitau of Strathmore University, has been licensed to conduct research in Nairobi on the topic: EFFECT OF ORGANIZATIONAL BEHAVIOUR MODIFICATION ON SERVICE DELIVERY AT THE IMMIGRATION DEPARTMENT, KENYA. for the period ending : 09/March/2022.</p>	
License No: NACOSTI/R/21/9318	
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Verification QR Code	
	
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