ANALYSIS OF THE EFFECT OF MENTORSHIP STRATEGY ON SERVICE DELIVERY AMONG OFFICE ADMINISTRATORS IN THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT NAIROBI, KENYA

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ABSTRACT

All organizations are founded on the aim to continuously provide required services. This is possible through development and compliance with succession planning strategies. Achievement of succession planning strategy's goal is not guaranteed. In Nairobi, Kenya's Ministry of Interior and National Government, office administrators' techniques for succession planning on service delivery were explored in this study. The study was guided by the following objective; to analyze the effect of mentorship strategy on service delivery among office administrators in the Ministry of Interior and Coordination of National government in Nairobi County, Kenya. The study was guided by Social Learning Theory (SLT) as documented by Bandura 1965. The study adopted convergent parallel mixed research design. The target population was 171 respondents comprising of office administrators, human resources director, County commissioner and Sub-County commissioners. A sample of 171 respondents was selected through census approach. Primary data was sourced using questionnaires among office administrators. Interview guide collected data from human resources director, county and sub county commissioners. Cronbach Alpha examined reliability and piloting was conducted in Kiambu County. Thematic analysis was used to analyze qualitative data. Quantitative data were examined using descriptive and inferential statistics. The descriptive data included frequency, percentages, mean, and standard deviation. Examples of inferential statistics include the product moment correlation coefficient and simple and multiple linear regression analysis. The results were presented using figures and tables. The study found that the mentorship strategy had a positive and significant influence on service delivery among office administrators in Nairobi County, Kenya, according to the Ministry of Interior and Coordination of National Government (= 0.739, p value 0.05). Mentorship strategy positive and significant effect on service delivery in the Ministry of Interior and Coordination of National Government in Kenya. Thus, it can be concluded that superior capacity to build trusts and rapport with juniors, posing challenges among employee's aids in learning, provision of feedback mechanism aids in achievement of objectives. Further, delegation and responsibilities sharing and assignment with higher responsibilities aids in learning and development.

KEYWORDS: *Coaching, Mentorship, Service delivery, Organization structure and Staff professional development.*

1.0 Introduction

All organizations operate with an intention of remaining as going concerns. This is not guaranteed though some organizations develop strategic plans their implementations are not guaranteed. Lack of clear succession plans may have implications on service delivery. Human resources planning and management calls for employees' preparation on advancement so as to ensure their continuity, sustainable and high-quality service upon exits from key positions via retirements, promotion, departure or removal of current holders (Kakui & Gachunga, 2016). Succession planning from organization perspective calls for risk assessment in respective positions, risk minimization through compensation, reward and recognition as well as assurance of

readiness of potential successors amongst existing pool (Abomeh & Nkiru, 2015).Organization operations are currently faced by challenges that are contingent to competition and sporadic changes in business operating environment. The scenario has placed a demand for adoption of best business management practices aimed at achieving succession and contract vacuums linked to transfers, promotion, retired and attrition from current organizations (Bozer, Kuna & Santora, 2015). In response to organization needs, succession planning has been expanded to not only cover executive management. Eshitet (2012) allude that succession planning has been incorporated in strategic plans of some organizations.

The impact of mentoring on employee performance in small manufacturing enterprises in Garissa County (Cherono, Towett, and Njeje2016). The impact of leadership, innovation, and talent mentoring on employee performance was specifically looked at. Primary data was gathered through cross-sectional research and questionnaire administration. The data were examined using univariate and multivariate statistics. The results of the study showed a strong correlation between leadership, innovation, information transfer, and talent development mentoring and employee performance. The study recommended that mentorship to be adopted as strategic tool in an organization. Since small and medium enterprises are motivated by profit maximization, the documented evidence may not be generalized in public sector whose motive is provision of social economic services.

In Nigeria, the impact of mentoring methods on employee performance (Onyemaechi and Ikpeazu, 2019). The study focused on how young professors in Nigeria's Abia state performed in terms of knowledge transmission, mentorship, and career development. Primary data were collected using a survey study approach and questionnaire distribution. For data analysis, univariate and Spearman correlation coefficients were employed. It has been established that career advancement, mentorship, and information transfer has a substantial impact on employee performance in Nigeria. Regression analysis might have been included to the study's analysis to further explore the explanatory power of each predictor of employee performance.

The impact of mentoring on employee performance in the Nigerian service (Sanjo and Olatunji, 2020). The study used a cross-sectional research methodology and used questionnaires to gather its primary data. The data were examined using descriptive statistics and a multiple regression model. The results of the study showed that employee performance in Nigeria's service industry is significantly influenced by exposure, role modeling, and counseling. The requirement for a localized research to look at the impact of mentoring on employee performance in Nigeria is due to the contextual variations between Kenya and Nigeria.In SOS children's villages, Nyamori (2015) investigated the impact of workplace mentorship on worker performance. Questionnaires were used to collect primary data using a descriptive study methodology. For data analysis, descriptive and bivariate statistics were employed. Employee mentoring has been praised for giving practitioners fresh ideas for achieving their goals and objectives, boosting employee competency, and accelerating the learning process and technical skill transfer. Additionally, it increased worker productivity and decreased the likelihood of subpar work being produced. Lack of support from the organization, a lack of resources, and a lack of cooperation from all sides all hindered the success of mentoring. It was advised that reliable feedback mechanisms be provided in order to maximize the value contribution of mentoring.

Tansel et al, (2013), looked at how mentorship affected the organizational commitment and job satisfaction of Turkish academics working in accounting and finance. Questionnaires were used to gather primary data in a cross-sectional research design. The data were analysed using descriptive statistics and regression. According to the study, mentorship has a considerable beneficial impact on work satisfaction. Mentoring also had a beneficial and significant impact on the organization's dedication. The study may have thought about looking at the mediating role of organizational commitment in determining work satisfaction. Additionally, structural equation modeling might have been used in addition to regression analysis, and assumptions should have been disclosed to reduce the likelihood of skewed results. Naris and Ukpere (2010) assessed mentoring programs in academic sector in Namibia. Survey research design was adopted and 130 questionnaires were issued. Descriptive statistics were used for data analysis. At 87% of respondents supported the need for mentorship programs in polytechnic. It was recommended that there is need for introduction effective formal mentoring program and prior to curriculum needs assessment should be carried out. The study may have considered adopting inferential statistics to examine causality between variables under examination.

Abomeh and Nkiru (2015) studied the effect of mentoring on employee's performance in selected companies in Abuja Nigeria. The study applied qualitative and quantitative approaches. It collected data among 384 employees in the construction industry. Univariate and multivariate techniques analyzed quantitative data while qualitative data was thematically analyzed. Results of the study indicated that mentoring have positive and significant effect on employee performance. Career support and psychological support positively affected employee performance. The study has population gap since it considered data among employees in profit making construction sector as compared to service provision in the ministry of interior and coordination.

Afzal and Adil (2021) studied the impact of mentoring on employee performance in community world service Asia. The study applied descriptive research design and sourced primary data through administration of 700 questionnaires. Univariate and multiple regression analysis were applied for data analysis. The study found that coaching programs are used for knowledge transfer, career guide development and skills, enhanced mentoring that ultimately improves employee performance. Through mentorship employee productivity, career advancement will be enhanced since inexperienced staffs would reduce chances of making errors due to enhanced job learning skills.

In hotels in New Delhi, Sunita, Rachna, and Singh (2019) investigated the impact of mentorship on organizational goals and workplace culture. The study used a descriptive research methodology and used questionnaires to gather primary data. The data were examined using univariate and multivariate statistics. The study's findings show that mentoring closes knowledge gaps, has a good impact on the many generations working in the hotel business, and enhances organizational values and working culture. Additionally, mentorship had a good and considerable impact on team spirit. According to regression research, organizational value, teamwork, connectivity, and work culture all significantly and favorably affect organizational objective.

Kosgei (2018) looked at the relationship between employee performance and mentorship for talent development, as well as the moderating role of organizational culture. The study used a cross-sectional research methodology and used questionnaires to collect primary data. The data were examined using univariate and multivariate regression techniques. The study discovered a favorable and substantial relationship between employee performance and mentorship for talent development. Organizational culture also had little to no moderating influence on the relationship between talent development and employee performance.

In public universities in Nyeri County, Nyawira and Iravo (2014) investigated the impact of mentoring programs on employees' performance. The study used a survey research approach and polled university top management, middle management, academic personnel, and non-academic staff to gather primary data. Techniques for both qualitative and quantitative data analysis were used. According to the study's findings, mentoring skills development, career development advice, and knowledge transfer all had a good and significant impact on employee performance.

Rita (2019) examined the effect of mentorship and business performance in Nigeria. The study applied qualitative research approach and gathered secondary data through document content analysis. Mentorship was operationalized as career support functions and psychological support functions. Career functions was practiced by organizations through increased opportunities for exposure, visibility, coaching, sponsorship, important contacts, resources, facilitation of protection and allocation of challenging assignments. Psychological support functions included focus on individual aspects that enhances self-image, creation of emotional bonding through counselling, role modelling, friendship, acceptance and confirmation. Further, psychological function enables mentee to develop a sense of competence and effectiveness. Moreover, through mentorship employees feels that they participate in decision making.

In Kenya's chartered private institutions, Mbiti and Njuguna (2022) investigated the impact of mentorship practices on service delivery. Applying descriptive research, the study collected primary data by administering 135 questionnaires. For the analysis of quantitative data, descriptive and inferential statistics were utilized, while content analysis was used for the study of qualitative data. The study's findings show that mentoring practices have a good and substantial impact on the provision of services at Kenya's chartered private institutions (Mbiti & Njuguna, 2022). The study recommended that there is need for development of mentorship strategies in private universities which is achievable through placement of proper mechanisms for information acquisition and storage. Further, there were calls for formulation and implementation of effective mentorship programs.

2.0 Statement of the Problem

Effective service delivery is a crucial component of the success of any firm, including government agencies, in the dynamic and competitive business climate of today. In Nairobi, Kenya, the Ministry of Interior and Coordination of National Government is in charge of offering a range of services to the general population. However, there are worries that the ministry's office administrators may not receive enough mentorship, which could impede service delivery.

This study aims to investigate how the mentorship method affects service delivery among office administrators at Nairobi, Kenya's Ministry of Interior and Coordination of National Government. The study's specific goal is to ascertain how much mentoring impacts office administrators' abilities, knowledge, and attitudes in the ministry and how these changes transfer into actual ministry outcomes. Though, succession planning has significant role in stabilizing organizational continuity, it has not

been fully embraced by all as a corporate planning process. Globally, at least 50% of organizations are exposed to leadership crisis as an outcome of failed pipeline for talent management with right skills and attitude (Nami, Mariatin & Zahreni, 2016). Statistics indicates that at most 29% of human resources practitioners have implemented succession plans of which 94% excluded younger employees (Ahmed, 2020). In Kenya, despite of the value contribution associated with succession planning in state entities at least 75% lacks it while only 50% of those with them has fully integrated them (Ndirangu, Nzulwa & Omwenga, 2021).

Public sector employees have different demographic characteristics. Musyoki (2019) forecasts that in the next 10 years, 47% of this workforce would exit. Data from directorate of public service management indicates that in 2019 43% of civil servants were aged above 50 years and in 2020 they increased to 53% (Kimeli & Koros, 2021). The trend depicts loss of critical skills and competency. Thus, the need for clearly planned succession plan. According to theoretical and empirical literature there are different factors that affect service delivery. Notable among them are organization culture, job relations design, work life balance, staff development opportunities, job shadowing, mentorship and coaching (Naris & Ukpere, 2010). Although, several studies have examined effect of succession planning on service delivery. Skewed examination has been noted in Pakistan (Ali et al., 2014), United Kingdom (Neupane, 2015) and Nigeria (Dialoke & Nkechi, 2017; Onyemaechi & Ikpeazu, 2019; Sanjo & Olatunji, 2020). Those that have been done in Kenya are leaned towards profit making entities, NGOs and faith-based organizations (Cherono, Towett & Njeje 2016; Waweru & Kagiri, 2018; Ooko, 2018; Njeri, Ngugi & Mathenge, 2019). Those from the public sector have limited their unit of observation to specific state entity such as National Hospital Insurance Fund (Mark & Nzulwa, 2018) and Kisii County (Nduku, 2017). In particular, these studies have adopted fragmented approach while examining effect of succession planning on service delivery. Moreover, there are methodological challenges since those that have fitted structural equation models and regression models did not report on diagnostic tests.

It's evident that past studies have been skewed towards profit making entities posing contextual gaps. Further, there are conceptual gaps posed by studies that have examined the effect of succession planning on employee's performance and organization productivity as compared to current examination on its contribution to service delivery. The choice of office administrators as the unit of analysis would provide information on the need for their succession plans since they are directly involved in provision of government service. Additionally, a review of the organization structure's moderating impact on the impact of succession planning techniques on service delivery may reveal crucial details that might improve service delivery. The current study's objective was to examine and analyze the succession planning techniques used by office administrators in the Ministry of Interior and Coordination of National Government in Nairobi County to provide services.

3.0 Research Objectives

The study was guided by the following objective;

i. To analyze the effect of mentorship strategy on service delivery among office administrators in the Ministry of Interior and Coordination of National government in Nairobi County, Kenya.

4.0 Theories

The current study was based on social learning theory (SLT) by Bandura 1965.

Social Learning Theory (SLT)

Social Learning Theory (SLT) was documented by Bandura (1965). The theory asserts that learning takes place through social observations and imitation of the desired behaviours. SLT posits that human beings can easily learn through observations and their responding consequences from others. From existing behaviours those with positive outcomes will be imitated and negative ones avoided. Pajares (2004) alludes that the theory acts as a link between behavioural and cognitive learning theories by depicting the interaction between cognitive, behavioural and environmental aspects.

Muroy and Jeffrey (2008) assert that learning would be possible if the learners harness observation and imitation power.

Through, observation individuals may develop capacity on how new ideas maybe implemented. The information acquired is coded and stored for future guidance in an opportune time. Bandura (1977) argues that observation learning is possible due to four components: attention, retention, reproduction and motivation. In attention, learning is possible if there is synchronization in the characteristics of learners and the person being observed. Applicability of learned behaviour is possible if the learner may embrace retention and recall by deploying imagery and descriptive language. In reproduction, the learner converts imagery and descriptive language to respond to the need at hand. Finally, learners should be motivated to produce the learned behaviour.

SLT is influential on learning and development. Mumo and Jeffrey (2008) assert that learning is achievable through attention, memory and attention. Newman (2007) allude that individual learn from each other through observation, imitation and modelling. Observation's learning can be achieved in any age whereas modelling is in response to changes in the economy. It's not possible to record change in all learning instances (Bandura, 2006). Those individuals who learn using model learning they ought to have individuals whom they can learn from. The theory is appropriate for the study since there is need for job shadowing achievable through in-house training, school training, specialized training and participative training. This would aid in skills transfer to employees who may have exposed skill set and would be fully prepared to take over management position upon exit of existing employees. This would sustain provision of quality, timely, reliable services and optimize level of employee's commitment.

5.0 Research Methodology

The study deployed convergent parallel mixed research design. In order to respond correctly to the study objectives, the acquired data was cleaned, coded, and evaluated. While quantitative data was evaluated using descriptive and inferential statistics, qualitative data was thematically explored. Means, frequencies, percentages, and standard deviation are examples of descriptive statistics. Inferential statistics comprised of Product moment correlation coefficient that examined the strength of the relationship between succession planning strategies and service delivery while multiple regression analysis examined the nature of the relationship between independent and dependent variables. Product moment correlation was measured using correlation coefficient that ranged from +1 to -1. A coefficient of +1, indicates perfect relationship between independent and dependent variables. A coefficient of -1 indicates inverse effect of independent on dependent variables. A coefficient of 0 indicates that there is no relationship between independent and dependent variables (Sekaran & Bougie, 2013).

Further, Exploratory factors analysis (EFA) was carried out to establish the degree of correlation amongst several attributes of study variables. First, the preparation of correlation matrix, which is the number in the main diameter of the matrix called communality. This was followed by factor extraction, which refers to getting the main factors that have caused changes in the proposed variable. According to Hair, Black, Babin, Anderson and Tatham (2010), attributes with factors loadings exceeding 30% should be retained for subsequent analysis. Though the highly recommended factor loadings threshold is 70% it is difficult to attain in real life situations and consequently empirical scholars have consistently used a range of 0.4 to 0.7 to retain attributes for subsequent analysis.

During EFA Kaiser-Maiyer-Olkin was adopted as a measure of sampling adequacy that will check if original variables are efficiently factorized. This was done through comparison between correlation values and their respective partial correlations. According to Hair et al., (2010) high KMO index usually close to 1, the principal component analysis acted efficiently however if it may be less than 0.50, the PCA will not relevant. Bartlett's test of sphericity for testing static was used to examine the hypothesis that the variables will be uncorrelated in the population. Simply measured the degree to which the correlation matrix to be factored differs from an identity matrix (Hair et al., 2010). Null hypothesis should be rejected at 5% level. If the hypothesis cannot be rejected, that is the observed correlation matrix diverges significantly from the identity matrix, then the appropriateness of factor analysis should be questioned. In such cases the variables are unrelated and therefore unsuitable for factor analysis (Hair et al., 2010).Quantitative data analysis was done with the aid of a computer programme – Statistical Package for Social Sciences (SPSS) version 25.0. The results were presented as narratives, tables, and figures.

6.0 Findings and Discussion

The study's second goal looked at how the mentoring approach affected the provision of services at the Ministry of the Interior

and the Coordination of National Government. The respondents had to rate how much they agreed with the statement, from highly agree to strongly disagree.

Table 1: Descriptive Statistics on Mentoring Strategy

	n=140						
	SD	D	N	A	SA	Mean	Std. Dev
My superior worked harder at building rapport and trust.	9.3	23.6	29.3	30.7	7.1	3.0	1.1
My superior challenged other people's views in a way that would help them to learn.	10.7	17.1	15	31.4	25.7	3.4	1.3
When giving feedback, my superior could be more balanced, objective, specific, factual, accurate and constructive.	3.6	1.4	14.3	54.3	26.4	4.0	0.9
I could be more effective at delegating and giving individuals new responsibilities.	4.3	4.3	19.3	38.6	33.6	3.9	1.0
I could devote more time to planning ahead and considering the future development of individuals.	1.4	3.6	24.3	40.7	30	3.9	0.9
I could be more effective at spotting opportunities for individuals to apply their new knowledge or skills.	4.3	18.6	16.4	35	25.7	3.6	1.2
I need to give higher priority to helping individuals to learn and develop.	4.3	8.6	16.4	40.7	30	3.8	1.1

Source (Field data, 2023)

Results in Table 1 indicate majority mean = 4 agreed that when giving feedback their superior could be more balanced, objective, specific, factual, accurate and constructive. A majority mean = 3.9 either agreed that they could be more effective at delegating and giving individuals more new responsibilities or they could devote more time to planning ahead and considering the future development of individuals. Majority mean = 3.8 agreed that they need to give higher priority to helping individuals to learn and develop. Majority mean = 3.6 agreed that they could be more effective at spotting opportunities for individuals to apply their new knowledge or skills. The majority of respondents were neither in agreement nor disagreement (mean = 3.4) that their supervisors questioned others' opinions in a way that would aid in their learning. Additionally, the majority, mean = 3.0, was neither in agreement with nor opposed to the statement that their superior worked harder to establish rapport and trust.

Regression Analysis on Mentorship Strategy and Service Delivery

Table 21 on regression analysis findings show that 63.6% of changes in service delivery at the Ministry of Interior and Coordination of National Government can be attributed to mentoring approach, with a R squared of 0.636. Given that F statistics of 241.51 had a p value of 0.000, the mentorship technique had a statistically significant impact on service delivery. According to the second hypothesis, the mentorship approach had no statistically significant impact on how services were delivered in the Ministry of the Interior and the National Government. The results show that the mentorship method had a favorable and statistically significant impact on the provision of services at the Ministry of the Interior and Coordination of National Government (= 0.739, p value 0.05). The rise in units is indicated by this.

Table 21 Regression Analysis on Mentorship Strategy and Service Delivery

		Model Summary		
R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	
0.798	0.636	0.634	0.595	
		ANOVA				

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	85.571	1	85.571	241.51	0.000
Residual	48.896	138	0.354		
Total	134.467	139			

	Coefficients				
	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	0.085	0.05		1.683	0.095
Mentorship Strategy	0.739	0.048	0.798	15.541	0.000

Source (Field data, 2023)

Qualitative analysis indicated that Ministry of Interior and Coordination of National Government has mentorship strategy in place. Through mentorship, mentors would always set aside time to support their subordinate staffs. During this session open communication channels were deployed and it aided in observing the required needs of the respective employees. In one of the interviews one respondent reported that;

".....it is during this mentorship session that alternative communication models are developed so as to ease clarification of issues at hand and development of customized solutions to problems ailing our service delivery. The success of our mentorship sessions is anchored on time we allocate individual and group mentorship sessions. Since they enhance clarification of individuals and group expected targets. Further, during mentorship sessions individuals are encouraged to express themselves without fear of reprimand or intimidation from their superiors".

(Respondent W)

Mentors in the Ministry of Interior and Coordination of National government were encouraged to develop interview skills so as to create an opportunity for mentee to reflect on what was expected of them during their engagement sessions. This was only achievable through development of learning goals and objectives and eradication of creation of loose ends that may minimize odds of understanding individual expected key performance indicators. Further, to encourage embracement of mentorship strategies mentors were encourage to only recognize positive growth but also reward and praise. During one of the in depth interview it was reported that;

".....we always ensure that our mentorship session is session for provision of feedback to our subordinate. We achieve this by creating moments for reflection among our mentee through adoption of open-ended questioning style. Those that have surpassed their key performance indicators positively are rewarded and new targets are set. Those that may have not achieved the desired targets are advised on measures to deploy to minimize odds of not meeting targets. In instance, where the model deployed conflicts desired organization goals achieved, strategies are deployed to optimize pursuance of achievement of win-win situations. Further, while undertaking mentorship session, mentee and mentor pursues opportunities that would aid in creation of performance synergies."

(Respondent U)

While undertaking mentorship in the Ministry of Interior and Coordination of National government we encourage mentors to embrace customized mentorship and learning model that is unique to each mentee. This preferred model by the mentee ensures that the odds for achievement of mentorship goals are higher. This would ultimately aid in provision of services by respective administrator in the Ministry. Immediately upon appointment as a mentor we are encouraged to seek strategies and modalities of creating rapport and building trust. To examine the success of mentorship models in place, mentors seek for feedback through use of open ended questions. During the in depth interview one respondent reported that;

"……in our mentorship program we embrace leadership and learning models that are customized to respective mentee. Customization of mentorship models has enabled us to align our key performance indicators with the needs of our mentee. Furthermore, the success of our mentorship models is dependent on capacity of mentor and mentee to create rapport and trust. Through trust and rapport mentee are able to express themselves and whenever criticized they embrace correction with love. To ease incorporations of mentorship sessions outcomes in the work place administrators are challenged through use of open ended questions."

(Respondent K)

7.0 Summary and Conclusion

The main objective of the study sought to examine the effect of mentorship strategy on service delivery in the Ministry of Interior and coordination of national government. Respondents' ratings on a five-point Likert scale were sought, the rating ranged from strongly disagree, disagree, neutral, agree and strongly agree. Descriptive statistics, correlation and regression modelling analyzed the data. Descriptive statistics revealed that majority agreed that to mentorship strategy have effect on service delivery. Pearson Product Moment correlation coefficient indicated positive and statistically significant effect of mentorship strategy on service delivery in the ministry of interior and coordination of national government. Regression modelling indicates that positive changes in service delivery can be affected by mentorship strategy.

8.0 Recommendation

Since there was a positive and significant effect of mentoring strategy on service delivery among administrators in the Ministry of Interior and Coordination of National government. There is need for incorporation of exposure, counselling, role modelling and knowledge transfer mentorship approaches to enhance service delivery.

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