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Abstract

The study investigated the influence of leadership style and leadership culture on the quality of service delivery in public hospitals. The target population for this study comprised of 273 employees and 10,000 patients in Mbagathi district hospitals within Nairobi City County. Simple random sampling was used to select 398 employees and patients while census was done on the 8 management staff. This study used primary data, both quantitative and qualitative. Primary data was obtained from the original sources using a structured questionnaire and captured through a 5-point type Likert scale. A Likert scale questionnaire was preferred as it makes it possible to convert responses into quantitative format for ease of data analysis using Statistical Package for Social Sciences (SPSS). Interview guide was also used to obtain information from the management of district hospital. The questionnaires were self-administered using the drop and pick later method. A pilot study was undertaken on 5% of the sample population. Findings indicated that there was a positive and significant relationship between leadership style, leadership culture and service delivery in public hospitals in Kenya. The study concluded that good working relationship between the management and staff, members of staff being conversant with their facility roles and goals, members of staff being well acquainted with their duties and responsibilities influenced service delivery in hospitals. It was recommended that leadership style should involve decision making process, and action oriented decision, performance appraisal and professionalism influenced service delivery in hospitals.

Keywords: Leadership style, leadership culture, service delivery and Mbagathi District Hospital

INTRODUCTION

Providing quality health service not only improves the wellbeing of the recipient but it also enhance customer satisfaction which in turn can lead to growth of the health sector (Bloom, Propper, Seiler & Van Reenen, 2015). Patients are the only persons who are utmost useful in rating of the quality of health service delivery in regard to their experience in the health centers. Effective service delivery in most of the hospitals is affected by both internal and external factors. Of great importance is the internal factors that are detrimental for the operation of the hospital. External factors do influence the quality of services that are delivered in a hospital but to some extent, unlike internal factors that are key for the running of the hospital. Some of the internal factors are leadership culture and leadership style. Leadership style helps in strengthening service based culture with great emphasis on quality (Carter et al., 2013). Leadership culture steers its dedication towards offering quality practices and policies in order to gain reputation in the delivery of services.

Effectiveness of service delivery is by extent affected by the leadership style employed by a manager in an organization (Farrell, 2011). The way a managers chooses to interact with employees/staff and solve their problems can impact the quality of service delivery. Hospital administration should pay attention to the welfare of the staff and patients while maintaining utmost fairness and balance in their dealings. Transformative leadership is ordinarily more likely to bring improved quality of service delivery in the hospitals. Leadership style should be knowingly lead in a manner that is likely to strengthen serviced based culture with emphasis on its quality.

Leadership culture within an organization plays a critical role in achieving while at the same time maintaining the quality of service delivery (Carter, Armenakis, Feild & Mossholder, 2013). Leadership culture therefore entail dedication to offering quality practices and policies in order to gain reputation in the delivery of services. For leadership culture in hospital setup to address the quality of healthcare services it should motivate their healthcare staff through empowerment such as trainings, mentorships, recognition and appraisal. This will in turn encourage the staff to be more dedicated to working and offering quality services. Investment of employees through training and developing them into leaders is likely to improve the quality of service delivery. Equally, it is important for reinforcing core values in employees to maintain quality practices.

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

Statement of the Problem

The poor state of customer support systems in public health facilities in Kenya has led to excessive turnover and weak morale among workforce, making it difficult to guarantee 24-hour coverage resulting in, troubles with patients care, multiplied value of operations due to inefficiencies (Kimanzi, 2014) making some patients to search for an alternative service providers and to spread bad mouth phrases which affects capacity clients and consequently

growth of the health centers (Trusov, Bucklin & Pauwels, 2009). Service quality has become an imperative issue in health care industry (Ennis & Harrington, 2001) thus providing patient pride due to the fact that excellent providers directly impacts the customer delight (Kara, Lonial, Tarim and Zaim, 2005), loyalty and economic profitability of service corporations. Kotler (2000) defines satisfaction as a person's emotions of pleasure as a consequence of comparing a perceived overall performance in relation to his/her expectations. Thus, delight gained from the services may be taken into consideration as a function of service quality (Liu, 2005).

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

Objectives of the Study

- i. To establish the influence of leadership style on service delivery of Mbagathi district hospital in Nairobi County.
- ii. To determine the influence of leadership culture on service delivery of Mbagathi district hospital in Nairobi County.

LITERATURE REVIEW

Theoretical Framework

Change Theory

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

The change theory can be adopted by a variety of change agents to ensure that the devolution of health services to the lowest levels is well executed. The hospitals operations and function are organized for the greater good of the people (Kipturgo, *et.al*, 2014). The changes may face oppositions from certain quarters in the government due to the initial centralized system but with good understanding of the process of change, most administrators will be able to pass this through to their team members for effective utilization of devolved health system. The changes can be effected at the management, digitization of operations, staff motivation through regular training & rewards, performance contracting and streamlining the procurement process.

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

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

Empirical Review

Influence of Leadership Style Service Delivery

Iranian health services framework has been characterized by a solid public sector component. Their public health services administrations are supplemented by the private hospitals which incorporates private doctor's facilities and autonomous medical practitioners' centers. The human healthcare services conveyance framework is organized into three levels. In the principal level, the Ministry of Health and Medical Education (MoHME) offers for free Primary Healthcare (PHC) services. This level incorporates rural health houses, rural health focuses, urban health posts, and urban health focuses. The second level of the framework comprises of district health focuses and district hospitals. The district health focus is in charge of the arranging, supervision, and support of the PHC network. The third level of the framework comprises of the provincial health focuses and healing centers (Mosadeghrad, 2014).

With the foundation laid out Iranians healthcare status has improved throughout the most recent two decades. Around 90% of the populace has formal medical coverage scheme and around 90% of the provincial populace and nearly the whole urban populace have satisfactory access to PHC services. Therefore, the child and maternal death rates have fallen essentially, and life expectancy at childbirth has risen astoundingly. Life expectancy at birth has expanded to 73 years old. Besides, 99% of youngsters achieving their first birthday celebration are completely vaccinated. The crude birth and death rates are 16.8 and 5.3 for every 1,000 respectively. The fertility rate is 1.6 for each lady. The maternal mortality proportion is 21 for every 10,000 births (WHO, 2013).

Orute et al. (2015) carried out a study on the leadership style and worker process satisfaction in Kakamega County, Kenya. The examined population covered all the employees in the Ministry of interior and coordination of country wide government offices in Kakamega in the relevant Sub-County who have been 123 in general. Simple random sampling was done to pick out a sample size of 93 respondents. Questionnaire was the principal data series tool that was used in the study. The study confirmed that management fashion had a statistically tremendous impact on employee job satisfaction management style ($r = 0.604$; $p \leq 0.01$). The recommendations encouraged the government to exercise properly management competencies in view that they

have got high quality impact on worker activity delights. The findings shapes the basis of reference by way of interested parties in the field of human resource.

KIPPRA (2013) asserted that despite the fact that numerous professional in national offices had been demanding income increments by issuing strike threats, and in a few cases unions have absolutely carried out the moves, government response has been forming committees to look at the matter whose consequences do not naked end result. In addition, proof shows that differentials between the public and private sectors has widened. Salaries review commission became consequently created to endorse the national and county governments on remuneration and advantages for all public officials, as well as to do away with disharmony that is obtrusive in the public provider, and to make sure transparency and fairness prevail but to date it has not given desired effects.

Musyoka (2015) studied performance appraisal (PA) if it had an effect on medical experts' performance in public hospitals: Case of Mbagathi health facility, Kenya. Study goal was to decide how PA affects the performance of health workers (HWs). Descriptive and exploratory research layout was used. Questionnaires and key informant publications were completed via sampled technical workforce and managers operating in Mbagathi hospital. Quantitative and qualitative records were analyzed using descriptive statistics and content material analysis respectively. Findings indicated that health provider managers were now not privy to regulations on human resource management (HRM) practices. PA was minimally used for training and promotion (Median-1); and not utilized in profitable/rewards and remarks provision (Median-zero). Overall performance had a median score of fifty seven percent ($\pm 4.2\%$). The use of PA was poorly adhered to within the hospital. Health provider managers wanted basic training on PA amongst other HRM practices. PA should have been regarded as a staff motivation device.

Influence of Leadership Culture on Service Delivery

Omondi (2014) studied the impact of organization culture on overall performance in Pacis limited insurance. The findings observed that the potential of employees to communicate better motivated their expertise and information of duties, their ability to perform work to the expected requirements, their capacity to manage their time and allocate assets efficaciously, in addition to their exercise to have careful mind earlier than responding to customers and venture activities. The results confirmed that high performing agencies have a devoted body of workers that is aligned with the company's challenge, missions and prescient and values. Management and supervisors help personnel contribute toward their fulfillment in their enterprise's purpose. The study determined out that private values and behaviors were regular with those of the personnel corporation; senior executives who generally set the tone via exerting middle values that shape the overall dominant subculture shared by most of the members within the organization; and in the end, a sturdy culture can be likened to an anchor for letting humans change within the organization with an impact on their performance.

In consistent with Kandula (2006) the key to correct performance is a robust leadership style and culture. He in addition continued that due to difference in organizational subculture, equal techniques do now not yield equal consequences for two corporations within the identical industry and in the same local area. An average person can perform well and achieve brilliant results when positive and strong leadership style is guaranteed, in contrary the negative cultures

weakens and demoralizes employees resulting to underperformance and no achievement. Consequently organizational way of life has a lively and direct function in performance control. He in addition argued that with no consideration of the impact of organizational tradition, organizational practices which include performance management may be counterproductive because the two are interdependent and change in a single will affect the other.

Maina (2016) established the relationship between organizational culture and organizational performance in commercial banks in Kenya. The study research was based on a descriptive survey design. The target respondents consisted of employees of 42 commercial banks in Nairobi County. The study sample was selected through stratified random sampling techniques. The sample of 120 respondents was picked for the study. The study found that commercial banks had organization culture that determined how things were done, employees were like minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and commercial banks had clearly spelt out work ethics. The study concluded that employees of commercial banks in Kenya observed acceptable personal habits while at work, were guided by the organizations' overall strategic plan in carrying out their work, completed work assigned to them as per the desired standards, and committed maximum efforts to their work. Nyongesa and Nganga (2012) asserted that the way of life impacts people's attitudes and conduct at work. Culture is absolutely a critical element of effective institutional overall performance. There is an association between a corporation's way of life and its performance. The survival of any business enterprise entirely depends on its effectiveness and performance in utilizing the resources furnished by means of tax payers in serving her constituents. Amidst difficult monetary times and the uneven competition evidenced within the education region in the 21st century, any group that endeavors to continue to exist must justify its life through its performance. Several factors have an impact on the final overall performance of any schooling institution. One of those elements is the triumphing culture of a group. But, only a few institutional managers recognize the burden that a tradition of an institution has on its overall performance.

Conceptual Framework

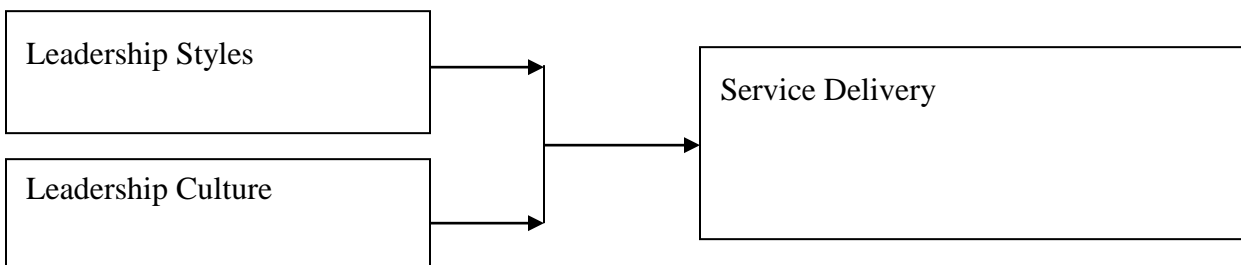


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

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

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

Where,

Y–Service Delivery

X₁ –Leadership Style

X₂ – Leadership Culture

€= Error term

From the model, β_0 = the constant term while the coefficient $\beta_i = 1 \dots 4$ measures the sensitivity of the dependent variable (Y) to a unit change in the predictors X₁, X₂, X₃ and X₄ while € is the error term.

ANALYSIS, RESULTS AND DISCUSSIONS

Response Rate

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

Table 1: Response Rate

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

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

Descriptive Statistics

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

Leadership Style

The study established the influence of leadership style on service delivery of Mbagathi district hospital in Nairobi County. Results were presented in Table 2.

Table 2: Leadership Style

Statements	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree	Mean	Std. Dev
Transformation in service delivery is one of our core principles practiced	6.10%	6.80%	1.60%	48.90%	36.60%	4.03	1.1
Decision making process takes into consideration the opinions and views of the staff and stakeholders	7.80%	10.40%	5.80%	41.70%	34.30%	3.84	1.223
Our health facility embraces action oriented decision when necessary	5.50%	14.20%	6.50%	41.40%	32.40%	3.81	1.192
Performance appraisal has been used in our facility as a motivational tool	21.40%	10.40%	0.00%	46.00%	22.30%	3.38	1.475
Professionalism is highly appreciated in our facility	22.30%	14.20%	2.60%	39.80%	21.00%	3.23	1.493
Average						3.68	1.296

Results in Table 2 shows that 85.5 percent (48.9% +36.6%) of the respondents' agreed that transformation in service delivery was one of our core principles practiced, 12.9% disagreed while 1.6% were neutral on the statement. Seventy five (75.0%) percent of the respondents'

agreed that decision making process takes into consideration the opinions and views of the staff and stakeholders, 18.2% of the respondents disagreed while 5.8% of the respondents were neutral. Seventy three point eight (73.8%) percent of the respondents agreed that their health facility embraced action oriented decision when necessary and 19.7% of the respondents disagreed and 6.5% were neutral. Similarly, 66.3% of the respondents agreed that performance appraisal had been used in their facility as a motivational tool and 31.8% of the respondents disagreed. Sixty point eight (60.8%) percent of the respondents agreed that professionalism was highly appreciated in their facility, 36.5% of the respondents disagreed while 2.6% were neutral.

The management agreed that leadership style influenced the service delivery in public health sector in Nairobi County. This is because it provided direction, support and in charge of the arranging, supervision, and support of the health care network. The way a managers chooses to interact with employees/staff and solve their problems can impact the quality of service delivery. Hospital administration paid attention to the welfare of the staff and patients while maintaining utmost fairness and balance in their dealings.

The mean shows the average score for the statements. Most of the scores averaged at 3.68 showing that most of statements were agreed on by the respondents. The standard deviation showed how much the scores varied from the mean. For most statements the deviation was 1.29 thus indication that the variation was reasonable, assumed to be natural variation.

Leadership Culture

The study determined the influence of leadership culture on service delivery of Mbagathi district hospital in Nairobi County. Results were presented in Table 3.

Results in Table 3 shows that 57.3 percent (31.1% +26.2%) of the respondents' agreed that good working relationship between the management and staff had enhanced trust and integrity in our health facility, 21.1% disagreed while 21.7% were neutral on the statement. Forty four point four (44.4%) percent of the respondents' agreed that each of the members of staff were conversant with their facility roles and goals that they had set to achieve, 24.9% of the respondents disagreed while 30.7% of the respondents were neutral. Sixty eight point six (68.6%) percent of the respondents agreed that the members of staff were well acquainted with their duties and responsibilities in the health facility which had bettered the service delivery, 15.6% of the respondents disagreed and 15.9% were neutral. Similarly, 50.2% of the respondents agreed that the management maintained an open and transparent communication with the staff as one of its values for efficiency, 26.2% of the respondents disagreed while 23.6% were neutral. Seventy one point two (71.2%) percent of the respondents agreed that they offered adequate support (social) to all their staff in order to achieve their vision of better healthcare, 12.9% of the respondents disagreed while 15.9% were neutral.

Table 3: Leadership Culture

Statements	Strongly Disagree	Disagree	Neural	Agree	Strongly Agree	Mean	Std. Dev
Good working relationship between the management and staff has enhanced trust and integrity in our health facility	5.20%	15.90%	21.70%	31.10%	26.20%	3.57	1.184
Each of the members of staff are conversant with our facility roles and goals that we have set to achieve	10.70%	14.20%	30.70%	27.20%	17.20%	3.26	1.21
The members of staff are well acquainted with their duties and responsibilities our health facility which has bettered the service delivery	7.80%	7.80%	15.90%	49.50%	19.10%	3.64	1.112
The management maintains an open and transparent communication with the staff as one of its values for efficiency	12.00%	14.20%	23.60%	35.30%	14.90%	3.27	1.226
We offer adequate support (social) to all our staff in order to achieve our vision of better healthcare.	4.50%	8.40%	15.90%	46.30%	24.90%	3.79	1.054
Average						3.5	1.15

The management granted that leadership culture influenced the service delivery in public health sector in Nairobi County. Leadership culture entailed dedication to offering quality practices and policies in order to gain reputation in the delivery of services. Management motivated their healthcare staff through empowerment such as trainings, mentorships, recognition and appraisal. This made the staff to be more dedicated to working and offering quality services

The mean shows the average score for the statements. Most of the scores averaged at 3.5 showing that most of statements were agreed on by the respondents. The standard deviation

showed how much the scores varied from the mean. For most statements the deviation was 1.15 thus indication that the variation was reasonable, assumed to be natural variation.

Service Delivery

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

Table 4: Service Delivery

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

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

The management acknowledged that quality service delivery existed in their hospital and had been embraced. Quality of health service delivery was achieved by improving the existing

systems to conform to the international standards. This was achieved through enhancing the hospital infrastructure, use of technology, hiring more qualified and professional healthcare staff and improving the working conditions within the hospital. Some of the challenges that impede service delivery in the hospital included bureaucratic issues, inadequate support from the government, influx of patients from other health centers to beyond the capacity of the hospital and inadequacy of modern health care facilities in the hospital.

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

Inferential Statistics

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

Correlation Analysis

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

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

Correlations		Leadership Style	Leadership Culture	Service Delivery
Leadership Style	Pearson Correlation	1.000		
	Sig. (2-tailed)		0.000	
Leadership Culture	Pearson Correlation	.461**	1.000	
	Sig. (2-tailed)	0.000		
	Sig. (2-tailed)	0.000	0.000	
Service Delivery	Pearson Correlation	.556**	.537**	1.000
	Sig. (2-tailed)	0.000	0.000	

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

Results in Table 5 revealed that there was a strong and positive association between leadership style and service delivery (0.556, P-value=0.000 <0.05). There was a strong and positive association between leadership culture and service delivery (0.537, P-value=0.000 <0.05).

Regression Analysis

Regression analysis is a statistics process of that involves the estimating of relationship between variables. It is used to establish the statistical significance relationship between the independent variables (leadership style and leadership culture) and dependent variable (service delivery). The regression of coefficients results in Table 6 indicates that leadership style was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ($\beta=0.179$, $p=0.000$). Leadership culture was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ($\beta=0.101$, $p=0.002$). In general, the result implies that there was a positive and significant relationship between leadership style, leadership culture and service delivery in hospitals in Nairobi County, Kenya.

Table 6: Regression of Coefficients

Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.261	0.146		8.668	0.000
Leadership Style	0.179	0.032	0.27	5.610	0.000
Leadership Culture	0.101	0.033	0.16	3.100	0.002

a Dependent Variable: Service Delivery

Thus, the optimal model of the study is;

$$Y = 1.261 + 0.179X_1 + 0.101X_2$$

Where,

Y–Service Delivery

X_1 –Leadership Style

X_2 – Leadership Culture

DISCUSSION OF THE FINDINGS

The study established the influence of leadership style on service delivery of Mbagathi district hospital in Nairobi County. Correlation results revealed that there was a strong and positive association between leadership style and service delivery (0.556, $P\text{-value}=0.000 <0.05$). Regression analysis that leadership style was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ($\beta=0.179$, $p=0.000$). This implies that a unit increase leadership style leads to an increase in 0.179 units of service delivery in hospitals in Nairobi County, Kenya. This means that transformation in service delivery, decision making process, and action oriented decision, performance appraisal and professionalism influenced service delivery in hospitals. Moreover, it provided direction, support and in charge of the arranging, supervision, and support of the health care network. The way a managers chooses to interact with employees/staff and solve their problems can impact the quality of service delivery.

The result is consistent with that of Orute et al. (2015) that management fashion had a statistically tremendous impact on employee job satisfaction management style ($r= 0.604$; $p\leq 0.01$). The recommendations encouraged the government to exercise properly management competencies in view that they have got high quality impact on worker activity delights. The findings shapes the basis of reference by way of interested parties in the field of human resource. It partly agrees to that of Musyoka (2015) that the use of PA was poorly adhered to within the hospital. Health provider managers wanted basic training on performance appraisal amongst other HRM practices. PA should have been regarded as a staff motivation device.

The influence of leadership culture on service delivery of Mbagathi district hospital in Nairobi County was also determined by the study and findings reported. Correlation results revealed that there was a strong and positive association between leadership culture and service delivery (0.537 , $P\text{-value}=0.000 <0.05$). Regression analysis that leadership culture was positively and significantly related to service delivery in hospitals in Nairobi County, Kenya ($\beta=0.101$, $p=0.000$). This implies that a unit increase leadership culture leads to an increase in 0.101 units of service delivery in hospitals in Nairobi County, Kenya. This means that good working relationship between the management and staff, members of staff being conversant with their facility roles and goals, members of staff being well acquainted with their duties and responsibilities, management maintaining an open and transparent communication with the staff and offering adequate support (social) to all their staff are important elements to service delivery in hospitals.

The result is consistent with that of Omondi (2014) that high performing agencies have a devoted body of workers that is aligned with the company's challenge, missions and prescient and values. Management and supervisors help personnel contribute toward their fulfillment in their enterprise's purpose. The study determined out that private values and behaviors were regular with those of the personnel corporation; senior executives who generally set the tone via exerting middle values that shape the overall dominant subculture shared by most of the members within the organization; and in the end, a sturdy culture can be likened to an anchor for letting humans change within the organization with an impact on their performance. Similarly, Maina (2016) opined that commercial banks had organization culture that determined how things were done, employees were like minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and commercial banks had clearly spelt out work ethics.

CONCLUSION

The study concludes that there was a positive and significant relationship between leadership style, leadership culture and service delivery in public hospitals in Kenya. Transformation in service delivery, decision making process, and action oriented decision, performance appraisal and professionalism influenced service delivery in hospitals. Moreover, it provided direction, support and in charge of the arranging, supervision, and support of the health care network. The way a managers chooses to interact with employees/staff and solve their problems can impact the quality of service delivery. Good working relationship between the management and staff, members of staff being conversant with their facility roles and goals, members of staff being well

acquainted with their duties and responsibilities influenced service delivery in hospitals. Management maintaining an open and transparent communication with the staff and offering adequate support (social) to all their staff are important elements to service delivery in hospitals.

RECOMMENDATIONS

Leadership style should involve decision making process, and action oriented decision, performance appraisal and professionalism influenced service delivery in hospitals. It should be knowingly lead in a manner that is likely to strengthen serviced based culture with emphasis on its quality. Hospital administration should pay attention to the welfare of the staff and patients while maintaining utmost fairness and balance in their dealings.

Management should establish a good working relationship with staff, members of staff should be conversant with their facility roles and goals, members of staff must be well acquainted with their duties and responsibilities influenced service delivery in hospitals. Management maintaining an open and transparent communication with the staff and offering adequate support (social) to all their staff is an important element to service delivery in hospitals. They should also motivate their healthcare staff through empowerment such as trainings, mentorships, recognition and appraisal.

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