Influence of Shared Organizational Values on Enhanced Service Delivery: Evidence From the National Registration Bureau, Kenya

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Abstract

This study examined the effect of shared organizational values on enhanced service delivery at the National Registration Bureau in Meru County, Kenya. A descriptive correlational research design was adopted. The target population comprised 1,200 customers seeking registration services at the National Registration Bureau, from which a representative sample was selected using Slovin's formula and probability sampling techniques. Primary data were collected using a structured questionnaire, while secondary data were obtained from National Registration Bureau reports and relevant policy documents. Instrument validity was established through expert review, whereas reliability was assessed through a pilot study involving 30 respondents from the National Registration Bureau in Tharaka Nithi County. Quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS) version 31. Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarized respondents' perceptions, while Pearson correlation and simple linear regression analyses were used to examine the relationship between shared organizational values and enhanced service delivery. The findings revealed a very strong positive and statistically significant relationship between shared organizational values and enhanced service delivery ($r = 0.957$, $p < 0.001$). Regression results further established that shared organizational values had a positive and statistically significant effect on enhanced service delivery ($\beta = 0.957$, $p < 0.001$), indicating that strengthening ethical conduct, mission alignment, staff commitment, value consistency, cultural cohesion, and accountability culture significantly improves service speed, service accuracy, and client satisfaction. The study concludes that shared organizational values are a critical determinant of enhanced service delivery within public institutions. It recommends that the management of the National Registration Bureau strengthen ethical conduct, align employees with the Bureau's mission, foster staff commitment, and promote an accountability culture through continuous training and effective leadership to improve the quality of public service delivery.

Keywords: *Shared organizational values, enhanced service delivery, organizational culture, National Registration Bureau, Kenya.*

1. Introduction

1.1 Background of the Study

Enhanced service delivery is widely regarded as a fundamental indicator of organizational effectiveness in public-sector institutions because it reflects the ability of government agencies to provide timely, accurate, efficient and citizen-centred services. Effective service delivery strengthens public trust, improves institutional legitimacy and promotes confidence in government administration (OECD, 2021; World Bank, 2021). However, despite continued public-sector reforms aimed at improving administrative efficiency, many government institutions continue to experience delays, inconsistent service standards, procedural inefficiencies and increasing citizen dissatisfaction. These challenges remain evident in Kenya's National Registration Bureau (NRB), whose mandate includes the registration of citizens, issuance and replacement of national identity cards and maintenance of population records. Reports by the Kenya National Bureau of Statistics (2022) and the Commission on Administrative Justice (2023) indicate persistent delays, inconsistent service quality and customer complaints within NRB offices, including those serving Meru County, demonstrating the need to identify organizational factors that can improve service delivery.

Among the organizational factors associated with improved public-sector performance, shared organizational values have received growing attention. Shared organizational values comprise the collective beliefs, ethical principles and behavioural norms that guide employees' decisions and interactions within an organization (Schein & Schein, 2021). When employees embrace common organizational values, they are more likely to demonstrate commitment, accountability, teamwork and ethical conduct, leading to greater consistency and quality in service delivery. Public administration scholars similarly argue that organizational values strengthen employee motivation, enhance organizational commitment and improve overall public-sector performance (Meier & O'Toole, 2021; Kellough & Selden, 2022; Perry et al., 2023). Likewise, Van der Voet and Vermeeren (2021) and Brewer and Walker (2023) contend that value-driven organizational cultures facilitate collaboration, employee engagement and improved service outcomes in public organizations.

Empirical evidence generally supports the positive relationship between organizational values and organizational performance. Studies conducted in developed countries have reported that organizations characterized by strong shared values achieve higher employee commitment, improved coordination and better service quality (Brewer & Walker, 2023; Perry et al., 2023). Similar findings have been reported in developing countries, where shared organizational values have been associated with improved accountability, teamwork and service effectiveness despite institutional and resource constraints (Ogunyemi & Saliu, 2021; Moloi & Phiri, 2022). Within the East African context, Mugambi and Kamau (2023) and Nyerere and Mkenda (2022) also found that organizational values positively influence employee behaviour and organizational performance in public institutions.

Although these studies contribute significantly to understanding organizational culture and performance, two important gaps remain. First, most previous studies have focused on general public institutions, private organizations or higher education institutions, whose operational environments differ substantially from those of national civil registration agencies. Consequently, the applicability of existing findings to the National Registration Bureau remains uncertain. Second, many studies examine organizational culture as a multidimensional construct without isolating the specific contribution of shared organizational values to enhanced service delivery. This makes it difficult to determine whether values-based interventions, such as strengthening ethical standards, reinforcing organizational norms and promoting employee commitment, can independently improve service delivery within the NRB.

This study addresses these gaps by examining the effect of shared organizational values on enhanced service delivery in the National Registration Bureau, Meru County, Kenya. Guided by organizational culture theory, particularly the perspective advanced by Schein and Schein (2021), the study hypothesized that shared organizational values have a significant positive effect on enhanced service delivery. A quantitative research design was employed to test this relationship using empirical data collected from employees of the National Registration Bureau. By providing evidence from a public registration agency operating within the Kenyan context, the study extends existing knowledge on organizational culture in public administration while offering practical insights for managers and policymakers seeking to strengthen service delivery through values-based organizational practices.

1.2 Importance of the Problem

The service delivery challenges experienced by the National Registration Bureau (NRB) in Meru County, including processing delays, inconsistent service standards and client dissatisfaction, warrant further research because they limit citizens' timely access to identity documents and the essential services that depend on them, such as healthcare, voting and social protection. Addressing these challenges would generate important social and administrative benefits by improving government responsiveness and strengthening public trust (OECD, 2021; World Bank, 2021). Although previous studies associate shared organizational values with improved service outcomes, much of the available evidence is drawn from private organizations, universities or other public institutions whose operational contexts differ from that of the NRB (Schein & Schein, 2021; Brewer & Walker, 2023).

In addition, many studies examine organizational culture as a broad construct without establishing the specific contribution of shared organizational values. Consequently, it remains unclear whether values-driven approaches can improve service delivery within a public registration agency operating under statutory mandates and resource constraints. Existing literature presents two complementary perspectives: one suggests that shared values strengthen commitment, ethical behaviour and teamwork, thereby improving service quality (Schein &

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Schein, 2021; Perry et al., 2023), while the other argues that structural constraints, including inadequate staffing, inefficient processes and limited technology, may have a greater influence on organizational performance (Meier & O'Toole, 2021). This study extends understanding of organizational culture within public administration by examining the effect of shared organizational values on enhanced service delivery at the NRB in Meru County, Kenya, with particular emphasis on timeliness, accuracy, procedural consistency and citizen satisfaction.

1.3 Relevant Scholarship

Recent scholarship consistently identifies shared organizational values as an important determinant of organizational effectiveness and service delivery in public institutions. Schein and Schein (2021) argue that shared values influence employee behaviour, ethical decision-making, and organizational commitment, thereby shaping organizational performance. Similarly, Brewer and Walker (2023) and Perry et al. (2023) report that values-based organizational cultures strengthen employee engagement, accountability, and citizen-centred service delivery. However, Meier and O'Toole (2021) caution that organizational values alone may not guarantee improved performance because institutional capacity, staffing, technology, and administrative systems also influence service outcomes.

Within Kenya, studies have also reported positive relationships between organizational culture and public service performance. For example, research on Huduma Centres found that organizational culture positively influenced service delivery, although the relationship was not sufficient to explain organizational performance independently (Organisational Culture and Public Service Delivery of Huduma Centres in Kenya, 2021). Likewise, Article 232 of the Constitution of Kenya (2010) and the Public Service Values and Principles Act (2015) emphasize ethical conduct, accountability, transparency, and efficient service delivery as guiding principles for public institutions. Despite these developments, limited empirical evidence exists on the specific contribution of shared organizational values to service delivery within the National Registration Bureau, where organizational responsibilities, legal mandates, and operational environments differ from those of other public institutions.

This study is anchored on Systems Theory developed by Ludwig von Bertalanffy (1968) and later extended to organizational studies by Katz and Kahn (1966). The theory views organizations as interdependent systems whose effectiveness depends on coordination among their components. Shared organizational values provide a common frame of reference that promotes cooperation, accountability, and consistent employee behaviour, thereby supporting organizational effectiveness and improved service delivery. Guided by this theoretical perspective and the identified empirical gap, the present study examines the effect of shared organizational values on enhanced service delivery at the National Registration Bureau in Meru County, Kenya.

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1.4 Hypothesis and Correspondence to the Research Design

Drawing on organizational culture theory, particularly the work of Schein and Schein (2021), shared organizational values are expected to shape employees' behaviour, strengthen ethical conduct, promote collaboration and improve organizational performance. Previous empirical studies similarly suggest that organizations characterized by strong shared values are more likely to achieve higher levels of employee commitment and service quality (Brewer & Walker, 2023; Perry et al., 2023). Guided by this theoretical and empirical foundation, the study tested the following hypothesis:

H_0: Shared organizational values have no statistically significant effect on enhanced service delivery at the National Registration Bureau, Meru County, Kenya.

This hypothesis was examined using a quantitative research design, which enabled the collection of standardized data from employees of the National Registration Bureau and facilitated statistical analysis of the relationship between shared organizational values and enhanced service delivery. The design was appropriate because it allowed the proposed relationship to be tested objectively and provided empirical evidence for accepting or rejecting the stated hypothesis.

1.5 Conceptual Framework

Figure 1 presents the conceptual framework of the study. Shared organizational values constitute the independent variable, measured through ethical conduct, mission commitment, staff dedication, service consistency, teamwork, and accountability. Enhanced service delivery is the dependent variable, measured using timeliness, accuracy, responsiveness, and customer satisfaction.

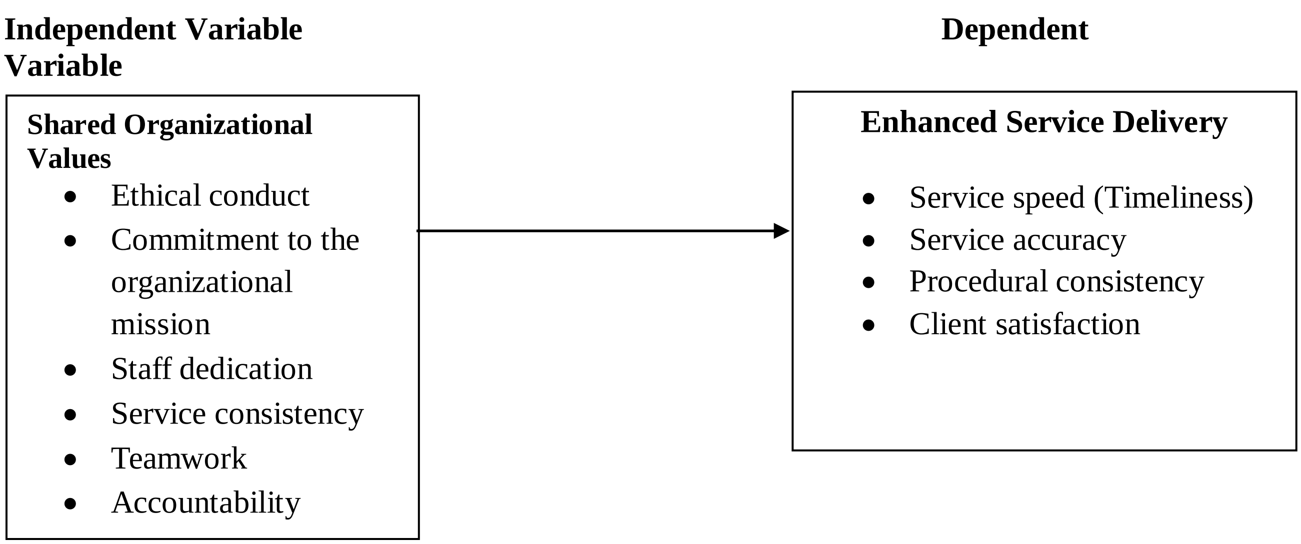

Figure 1: Conceptual Framework

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2. Method

This study employed a quantitative research approach to examine the effect of shared organizational values on enhanced service delivery at the National Registration Bureau in Meru County, Kenya. The method was selected because it permits objective measurement of relationships among variables using standardized data collection procedures and statistical analysis. This section describes the research design, study population, sampling procedures, data collection instruments, measurement of variables, data collection procedures, ethical considerations and data analysis techniques.

2.1 Research Design

This study adopted a positivist research philosophy and employed a quantitative research approach to examine the effect of shared organizational values on enhanced service delivery at the National Registration Bureau (NRB) in Meru County, Kenya. The positivist philosophy was considered appropriate because it emphasizes the objective measurement of observable phenomena and the statistical testing of relationships between variables. Consistent with this philosophy, the study utilized a cross-sectional correlational research design, whereby data were collected at a single point in time without manipulating the study variables.

The correlational design was appropriate because it enabled the examination of the direction and strength of the relationship between shared organizational values and enhanced service delivery as they naturally occurred within the organization. Enhanced service delivery was assessed using indicators of timeliness, accuracy, procedural consistency and citizen satisfaction. The design also supported the application of inferential statistical techniques, including correlation and regression analysis, to test the study hypothesis and determine whether shared organizational values had a statistically significant effect on enhanced service delivery. The use of a quantitative correlational design is consistent with recommendations for studies seeking to examine naturally occurring relationships among variables using statistical analysis (Creswell & Creswell, 2018; Saunders et al., 2019).

2.2 Participants and Study Setting

The study was conducted at the National Registration Bureau (NRB) in Meru County, Kenya, a public institution mandated to provide civil registration services, including the issuance, replacement, and correction of national identity cards. The participants comprised customers receiving services at the NRB during the study period. These individuals were considered appropriate participants because they had direct experience with the Bureau's service delivery processes and were therefore well positioned to evaluate key aspects of enhanced service delivery, including timeliness, accuracy, responsiveness, procedural consistency, and complaint resolution. According to administrative records of the National Registration Bureau (2025), the office serves approximately 1,200 registered service applicants each month. This population provided the basis for selecting participants and ensured that the study captured firsthand evidence on the quality of service delivery within the Bureau.

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2.3 Sampling Procedures

A probability sampling technique was employed to select participants from the target population, ensuring that each eligible customer had an equal chance of being included in the study. The sample size was determined using Slovin's formula, which is appropriate when the population size is known and the researcher seeks to obtain a representative sample within a specified margin of error, particularly where limited information is available about the population's characteristics (Tejada & Punzalan, 2012). A 5% margin of error was adopted to provide an acceptable level of precision for statistical analysis.

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

Solution:

$N = 1200$

$e = 0.05(5\%\ margin\ of\ error)$

$$n = \frac{N}{1+N(e)^2} \quad => n = \frac{1200}{1+1200(0.05)^2}$$

$$=> n = \frac{1200}{1+1200(0.05)^2} \quad => \ n = \frac{1200}{1+1200\ x\ 0.0025}$$

$$n = \frac{1200}{1+0.3} = \frac{1200}{1.3} = 300$$

Accordingly, a final sample of 300 participants was selected for the study. The use of probability sampling and an adequate sample size enhanced the representativeness of the sample and supported reliable statistical analysis.

2.4 Measures

Data were collected using a structured questionnaire comprising two substantive sections that measured the independent and dependent variables of the study. All items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire was developed through a review of relevant literature on organizational culture and public service delivery, with measurement items adapted from established studies and aligned to the objectives of the present study. Shared organizational values were measured as the independent variable using items assessing ethical conduct, commitment to the organizational mission, staff dedication, consistency in service delivery, teamwork, and accountability. Enhanced service delivery was measured as the dependent variable using indicators of timeliness, accuracy, procedural consistency, and citizen satisfaction, with higher scores indicating better perceived service delivery performance.

The questionnaire was reviewed by experts in research methodology and public administration to establish content validity. Before the main survey, the instrument was pilot-tested using 30 participants from the National Registration Bureau in Tharaka Nithi County. Feedback from the pilot study informed minor revisions to improve the clarity, wording, and relevance of the questionnaire. The reliability of the measurement scales was assessed using Cronbach's alpha coefficient, and all constructs exceeded the recommended threshold of 0.70, indicating acceptable internal consistency (Hair et al., 2019).

To minimize common method bias, respondents were assured of anonymity and confidentiality, participation was voluntary, and the questionnaire contained clear instructions and neutral wording to reduce evaluation apprehension and social desirability bias. The independent and dependent variable items were arranged in separate sections of the questionnaire to reduce consistency motifs. In addition, Harman's single-factor test was conducted during data analysis. The first unrotated factor accounted for less than 50% of the total variance, indicating that common method bias was unlikely to pose a serious threat to the validity of the study findings (Podsakoff et al., 2003).

2.5 Data Collection Procedures

Primary data were collected using a structured questionnaire administered to customers receiving services at the National Registration Bureau (NRB) in Meru County, Kenya. Before the commencement of data collection, permission to conduct the study was obtained from the relevant authorities. Participants were informed about the purpose of the study, and their participation was voluntary. Informed consent was obtained from all respondents prior to administering the questionnaire.

The questionnaires were administered during the data collection period and completed by participants after receiving appropriate guidance from the researcher where necessary. To complement the primary data, relevant secondary information was obtained through a review of National Registration Bureau reports, service delivery records and policy documents. These documents provided contextual information on service delivery processes and standards and supported the interpretation of the study findings.

2.6 Ethical Considerations

Ethical approval for the study was obtained from the University's Postgraduate School and Research Ethics Committee before data collection commenced. Research authorization was subsequently obtained from the National Commission for Science, Technology and Innovation (NACOSTI) and the management of the National Registration Bureau (NRB), Meru County.
Participation in the study was voluntary, and informed consent was obtained from all respondents before the questionnaire was administered. Participants were informed of the purpose of the study, the voluntary nature of their participation, and their right to withdraw from the study at any time without penalty. Confidentiality and anonymity were maintained by excluding personal identifiers from the research data, and all information collected was used solely for academic purposes. The study was conducted in accordance with accepted ethical principles for research involving human participants.

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2.7 Data Analysis

Quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 31. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' characteristics and perceptions of shared organizational values and enhanced service delivery. Inferential statistics comprised Pearson correlation analysis to examine the relationship between the study variables and simple linear regression analysis to determine the effect of shared organizational values on enhanced service delivery. Statistical significance was evaluated at the 5% level ($p < 0.05$).

Before conducting the inferential analyses, the assumptions underlying linear regression were assessed. Normality of the data was examined using the Kolmogorov-Smirnov and Shapiro-Wilk tests together with visual inspection of residual plots. Linearity and homoscedasticity were evaluated using scatterplots of standardized residuals against predicted values, while multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) statistics. The diagnostic results indicated that the assumptions were adequately satisfied for the analyses performed, allowing Pearson correlation and regression analysis to be conducted.

The regression model used in the study was expressed as:

$$y = \beta_0 + \beta_1 x_1 + \varepsilon$$

Where:

y = Enhanced Service delivery

x_1 = Shared organizational values

ϵ = Error term

β_0 = Constant term

β_1–β_4 = Regression coefficients

3. Results

This section presents the findings of the study based on the analysis of data collected from customers of the National Registration Bureau in Meru County. The results are presented using descriptive and inferential statistics in line with the study objective and hypothesis.

3.1 Recruitment

A total of 300 questionnaires were distributed to customers receiving services at the National Registration Bureau (NRB) in Meru County, Kenya. Of these, 210 completed questionnaires were returned, representing a response rate of 70%, while 90 questionnaires were not returned, resulting in a non-response rate of 30%. The achieved response rate exceeded the minimum threshold generally considered acceptable for survey research, indicating that the data were adequate for statistical analysis and interpretation (Saunders et al., 2019). Table 1 presents a summary of the participant recruitment and response rate.

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Table 1: Response Rate

Responses	Frequency	Percentage
Returned Questionnaires	210	70
Non-Returned Questionnaires	90	30
Total	**300**	**100**

Note. A total of 210 completed questionnaires were included in the statistical analysis.

3.2 Participant Characteristics

This section presents the demographic characteristics of the respondents to provide a profile of the participants included in the study. The characteristics examined included gender, age and highest level of education.

Table 2: Age of the respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	136	64.8
	Female	70	33.3
	Other	4	1.9
Age	20–30 years	81	38.6
	31–40 years	69	32.9
	41–60 years	40	19
	61–80 years	20	9.5

The age distribution of the respondents indicates that most participants were within the younger and middle-age categories. Respondents aged 20–30 years constituted the largest group (38.6%), followed by those aged 31–40 years (32.9%). Participants aged 41–60 years accounted for 19.0%, while respondents aged 61–80 years represented the smallest proportion (9.5%). Overall, the findings indicate that the study predominantly captured the views of respondents within the economically active age groups who frequently access National Registration Bureau services. The gender distribution indicates that male respondents constituted the majority of the study participants (64.8%), while females accounted for 33.3%. A small proportion of respondents (1.9%) identified as another gender category. Overall, both male and female customers were represented in the study, providing perspectives from diverse customer groups.

3.3 Descriptive Statistics

This section presents the descriptive statistics for the study variables. Means and standard deviations were computed to summarize respondents' perceptions of shared organizational values and enhanced service delivery. Higher mean scores indicate stronger agreement with the statements measuring each construct.

Descriptive Statistics

	N	Mean	Std. Deviation
a) Staff demonstrate ethical conduct when serving customers.	210	2.200	1.323
b) Staff appear committed to the Bureau's service mission.	210	2.243	1.250
c) Staff show dedication in attending to customer needs.	210	2.110	1.257
d) Staff maintain consistency in the way services are provided.	210	2.133	1.199
e) Staff work together cohesively during service delivery.	210	2.314	1.351
f) Staff are accountable for the services they provide.	210	2.167	1.236
Average		**2.194**	**1.269**

The descriptive statistics indicate generally low agreement regarding the practice of shared organizational values at the National Registration Bureau (NRB) in Meru County. The overall mean score of 2.19 (SD = 1.27) suggests that respondents perceived shared organizational values to be weakly embedded within the Bureau. Individual item means ranged from 2.11 to 2.31, indicating consistently low ratings across all dimensions of the construct. In particular, respondents reported low perceptions of staff dedication to customer needs (M = 2.11, SD = 1.26), consistency in service provision (M = 2.13, SD = 1.20), accountability (M = 2.17, SD = 1.24), ethical conduct (M = 2.20, SD = 1.32), commitment to the Bureau's service mission (M = 2.24, SD = 1.25), and teamwork during service delivery (M = 2.31, SD = 1.35). Overall, these findings suggest that shared organizational values were not strongly evident among staff, which may hinder the delivery of consistent and customer-oriented public services.

3.4 Reliability Analysis

The internal consistency of the measurement scales was assessed using Cronbach's alpha coefficient. According to Hair et al. (2022), Cronbach's alpha values of 0.70 or above indicate acceptable reliability, while values above 0.80 demonstrate good reliability.

Table 5: Reliability Analysis of the Study Constructs

Construct	Cronbach's Alpha	Number of Items
Shared Organizational Values	0.9	12
Enhanced Service Delivery	0.92	11

The results presented in Table 5 indicate that both study constructs demonstrated excellent internal consistency. Shared organizational values recorded a Cronbach's alpha coefficient of 0.900, while enhanced service delivery achieved a coefficient of 0.920. Both values exceed the recommended threshold of 0.70 (Hair et al., 2022), confirming that the questionnaire items consistently measured their respective constructs. The findings therefore indicate that the research instrument was reliable and suitable for subsequent statistical analyses.

3.5 Correlation Analysis

To assess the relationship between shared organizational values and enhanced service delivery, Pearson's correlation analysis was performed. This analysis established both the strength and direction of the association between the variables, and the results are presented in Table 3.

Table 6: Correlation Results

Correlations

		Shared Organizational Values	Enhanced Service Delivery
Shared Organizational Values	Pearson Correlation	1	.957**
	Sig. (2-tailed)		.000
	N	210	210
Enhanced Service Delivery	Pearson Correlation	.957**	1
	Sig. (2-tailed)	.000	
	N	210	210

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

Results in Table 3 showed that shared organizational values were positively and significantly correlated with enhanced service delivery ($r = 0.957$, $p = 0.000$). This implies a very strong positive relationship, indicating that stronger shared organizational values are associated with better service delivery. The findings are consistent with Piercy et al. (2020) who found that shared organizational values enhance organizational effectiveness and performance.

The correlation coefficient ($r = 0.957$) indicates an exceptionally strong positive relationship between shared organizational values and enhanced service delivery. Although this magnitude is higher than that reported in many organizational studies, it is plausible within the context of the National Registration Bureau because both constructs were measured within a single public institution operating under common policies, procedures, and organizational objectives. Employees' commitment to shared values such as ethical conduct, accountability, consistency, and teamwork is closely reflected in the quality of service experienced by citizens. Consequently, improvements in shared organizational values are likely to be accompanied by corresponding improvements in service delivery.

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3.6 Regression Analysis

Regression analysis was used as an inferential statistical technique to determine the effect of shared organizational values on enhanced service delivery at the National Registration Bureau in Meru County, Kenya. The analysis established the extent to which changes in shared organizational values influenced enhanced service delivery. The regression results, including the model summary, analysis of variance (ANOVA), and regression coefficients, are presented in Table 4.

Table 7: Regression of Coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.033	0.055		-0.613	0.541		
	Shared Organizational Values	1.054	0.022	0.957	47.495	0	1.000	1.000

a. Dependent Variable: Enhanced Service Delivery

Regression results showed that shared organizational values had a positive and statistically significant effect on enhanced service delivery ($\beta = 0.957$, $p = 0.000$). This implies that a one-unit improvement in shared organizational values would lead to a 0.957-unit increase in enhanced service delivery at the National Registration Bureau. The findings suggest that strengthening ethical conduct, mission alignment, staff commitment, value consistency, cultural cohesion, and accountability culture enhances service delivery. The results are consistent with Piercy et al. (2020) who found that strong shared organizational values improve organizational effectiveness and performance. The regression model was: $Y = -0.033 + 1.054X + \varepsilon$. Where: Y = Enhanced Service Delivery, X = Shared Organizational Values and ε = Error term

3.7 Hypothesis Testing

Table 8: Model Summary for the Effect of Shared Organizational Values on Enhanced Service Delivery

Model	**R**	**R^2**	**Adjusted R^2**	**Std. Error of the Estimate**
1	0.957	0.916	0.915	0.28187

Note. Predictors: (Constant), Shared Organizational Values.

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Table 9. ANOVA Results for the Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	179.223	1	179.223	2255.777	< .001
Residual	16.526	208	0.079		
Total	195.749	209			

Note. Dependent variable: Enhanced Service Delivery.

Table 10. Regression Coefficients for Shared Organizational Values

Predictor	B	Std. Error	β	t	Sig.	95% CI for B
Constant	-0.033	0.055	—	-0.613	0.541	[-0.141, 0.074]
Shared Organizational Values	1.054	0.022	0.957	47.495	< .001	[1.010, 1.098]

Note. Dependent variable: Enhanced Service Delivery.

The effect of shared organizational values on enhanced service delivery was examined using simple linear regression. The model summary presented in Table 8 indicates a very strong positive relationship between shared organizational values and enhanced service delivery ($R = .957$). The coefficient of determination ($R^2 = .916$) shows that shared organizational values explained 91.6% of the variation in enhanced service delivery, while the adjusted R^2 of .915 indicates that the model retained a high explanatory power after adjusting for the sample size.

The ANOVA results presented in Table 9 show that the regression model was statistically significant, $F(1, 208) = 2255.777$, $p < .001$, indicating that shared organizational values significantly predicted enhanced service delivery. As shown in Table 10, the regression coefficient further revealed a positive and statistically significant effect of shared organizational values on enhanced service delivery ($B = 1.054$, $\beta = .957$, $t = 47.495$, $p < .001$). This implies that a one-unit increase in shared organizational values is associated with a 1.054-unit increase in enhanced service delivery. Based on these findings, the null hypothesis stating that shared organizational values have no statistically significant effect on enhanced service delivery at the National Registration Bureau, Meru County, Kenya, was rejected. The results therefore demonstrate that stronger shared organizational values are associated with improved service delivery.

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4. Discussion

4.1 Interpretation of Findings

The findings of this study demonstrated that shared organizational values had a positive and statistically significant effect on enhanced service delivery at the National Registration Bureau (NRB) in Meru County, Kenya. Consequently, the null hypothesis was rejected, confirming that shared organizational values significantly influence enhanced service delivery. The findings suggest that when employees embrace common organizational values such as ethical conduct, commitment, accountability, consistency, and teamwork, they are more likely to provide services that are timely, reliable, and responsive to citizens' needs. This underscores the importance of fostering a values-driven organizational culture as a means of improving service delivery within public institutions.

The exceptionally strong relationship observed in this study suggests that shared organizational values constitute a critical organizational resource within the National Registration Bureau. Unlike studies conducted across multiple organizations with varying institutional environments, the present study examined respondents operating within the same organizational context, where organizational values, policies, leadership practices, and service standards are largely uniform. This relatively homogeneous environment may have strengthened the observed association between shared organizational values and service delivery. Nevertheless, the findings should be interpreted cautiously because other organizational and contextual factors may also influence service delivery.

4.2 Comparison with Previous Studies

The findings of this study demonstrated that shared organizational values have a positive and statistically significant influence on enhanced service delivery at the National Registration Bureau (NRB) in Meru County. This suggests that organizations that promote ethical conduct, employee commitment, accountability, consistency and teamwork are more likely to achieve improved service delivery outcomes. The findings are consistent with those of Lages, Piercy, Malhotra, and Simões (2020), who reported that organizations with strong shared values and employee commitment were better able to deliver high-quality services and improve overall organizational performance. Similarly, Johnson and Lee (2023) found that shared organizational values strengthened employee engagement and collaboration, resulting in improved service quality within public sector institutions in the United States.

The findings also support the Organisation for Economic Co-operation and Development (OECD, 2025), which emphasizes that public institutions that cultivate ethical values, accountability and citizen-centred cultures are more likely to improve service quality, transparency and public trust. Likewise, Nguyen, Vu, and Phan (2024) reported that shared organizational values enhanced employee cooperation and organizational effectiveness, thereby contributing to improved service performance in public organizations.

Within the African context, the findings are consistent with those of Imane and Moutahaddib (2024), who found that organizations promoting shared values and responsible organizational practices achieved better organizational performance and stakeholder outcomes in Morocco. Similarly, Edema et al. (2024) established that organizational culture strengthened the relationship between mentoring and quality service delivery in Nigerian public universities by encouraging employee commitment and collaborative work practices. Comparable findings were reported by Gasela (2022), who concluded that organizational culture positively influenced performance in South African public entities through stronger employee alignment with organizational goals. The findings further agree with Deresso, Amente, and Kant (2024), who found that organizational culture, particularly shared values, positively influenced employee performance and organizational effectiveness in Ethiopian public institutions. Likewise, Rugengamanzi and Irechukwu (2023) reported that work culture founded on shared organizational values significantly enhanced organizational performance in Rwanda by promoting cooperation, accountability and commitment to organizational objectives.

Inclusively, the consistency between the present study and previous empirical research suggests that shared organizational values represent an important organizational resource for improving service delivery across different institutional and national contexts. However, this study extends the existing literature by providing empirical evidence from the National Registration Bureau in Meru County, Kenya, a public institution that has received limited scholarly attention. It therefore contributes context-specific evidence demonstrating that strengthening shared organizational values can improve service delivery within public registration services.

4.3 Theoretical and Practical Implications

The findings of this study provide empirical support for the McKinsey 7S Framework proposed by Peters and Waterman (1982), particularly its emphasis on shared organizational values as the central element that aligns organizational strategy, structure, systems, staff, skills, and leadership. The positive and statistically significant relationship between shared organizational values and enhanced service delivery suggests that values such as ethical conduct, accountability, teamwork, commitment, and consistency shape employee behaviour and contribute to improved organizational performance. These findings reinforce the proposition that shared values are not merely organizational ideals but practical mechanisms through which public institutions can enhance service delivery.

From a practical perspective, the findings suggest that managers at the National Registration Bureau and other public sector institutions should strengthen shared organizational values through deliberate management practices. This includes incorporating organizational values into staff induction programmes, continuous professional development, performance appraisal systems, and supervisory practices to reinforce ethical conduct, accountability, teamwork, and customer-centred service. Managers should also communicate organizational values consistently, recognize and reward behaviours that reflect these values, and provide regular ethics and customer service training to strengthen employee commitment. In addition, integrating shared values into service standards and daily operational procedures may help improve service timeliness, consistency, and responsiveness. These measures provide practical strategies for public sector managers seeking to strengthen organizational culture and improve service delivery.

4.4 Limitations and Future Research

This study has several limitations that should be considered when interpreting the findings. First, the study was conducted at the National Registration Bureau in Meru County, Kenya, and therefore the findings may not be generalizable to other registration offices or public institutions operating under different organizational and administrative contexts. Second, the study relied on cross-sectional survey data collected from customers at a single point in time, which limits the ability to draw causal inferences regarding the relationship between shared organizational values and enhanced service delivery. Finally, the use of self-reported questionnaire data may have introduced response bias despite the measures taken to ensure confidentiality and encourage honest responses. Future research could examine the influence of shared organizational values on service delivery in other public institutions or compare findings across different counties to determine whether similar relationships exist in other contexts. Researchers may also consider employing longitudinal or mixed-methods designs to provide a deeper understanding of how shared organizational values influence service delivery over time and to explore the organizational processes through which these effects occur.

4.5 Conclusion

This study examined the relationship between shared organizational values and enhanced service delivery at the National Registration Bureau (NRB) in Meru County, Kenya. The findings showed that shared organizational values were positively and statistically significantly associated with enhanced service delivery. Specifically, higher levels of ethical conduct, mission commitment, accountability, consistency, and teamwork were associated with better perceptions of service speed, accuracy, procedural consistency, and client satisfaction. These findings provide empirical evidence that shared organizational values are an important organizational factor associated with enhanced service delivery in the NRB.

The findings also support the central proposition of the McKinsey 7S Framework that shared values play an important role in organizational effectiveness by guiding employee behaviour and promoting alignment toward common organizational goals. From a practical perspective, the results suggest that public institutions may strengthen service delivery by promoting ethical leadership, reinforcing organizational values, and encouraging teamwork and accountability among employees. Overall, this study contributes context-specific evidence from the National Registration Bureau in Meru County and extends the understanding of the relationship between shared organizational values and service delivery within the Kenyan public sector.

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