

**HUMAN RESOURCE DEVELOPMENT MECHANISMS AND SERVICE
DELIVERY IN POSTAL CORPORATION OF KENYA NAIROBI CITY
COUNTY.**

BY

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**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS
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UNIVERSITY**

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DECLARATION

I declare that this thesis is my original work and has not been presented for the award of a degree in any other University or any other award to the best of my knowledge.

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This thesis has been submitted with our approval, as the duly appointed university supervisors.

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DEDICATION

This work is dedicated to my husband George Ouma, Father Jacob Mutuku Mang'ang'i, Mother Rael Ndunge, children Pauline Catherine, Charle Lwanga and Jacob Mang'ang'i, my sisters Janet Mutuku, Hilda Mwongeli, Edna Mukui, and brother Andrew Mang'ang'i for giving me moral and financial support.

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ABREVIATIONS AND ACRONYMS

ABREVIATIONS	ACRONYMS
CA	Communication Authority
CCK	Communication Commission of Kenya
EACO	Eastern African Commissions Organizations
ET	Employee training
EW	Employee welfare
FB	Feedback
HR	Human resource
ICT	Information Communication Technology
I T	Information Technology
NACOSTI	National Commission for Science, Technology and Innovation
PCK	Postal Corporation of Kenya
PCKN	Postal Corporation of Kenya Newsletter
RS	Reward system
HRD	Human Resource Mechanism
SD	Service Delivery
UPU	Universal Postal Union
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Terms	Definitions
Employee welfare	Taking care of employee's well-being through the use of activities such as employee association, health centers, recreational centers, as well as transport facilitation hence enabling employees to deliver their services in line with the organizational goals and objectives.
Feedback	A communication channel that involves the use of official meetings, official memos as well as compliments hence resulting in to quality service delivery.
Human resource development mechanisms	Processes within the organization such as training, employee welfare, feedback, reward system, resources available as well as technological environment, utilized to cultivate employee work commitment and satisfaction through employee enhancement and attitude change hence enhancing organizational service delivery.
Organizational resources	All that an organization has at their disposal such as physical resources, human resources as well as organizational financial resources which when well utilized will result in to quality service delivery.
Reward system	Compensation mechanisms within an organization, that are meant to cultivate for employee recognition, promotion as well as employee engagement.
Service delivery	Ability of service providers to delight their clients through enhancement of harmonious service environment through criteria such as; empathy, reliability, courtesy, assurance as

well as tangibility of the service delivery.

Technological environment Strategies put in place by an organization such as employee training on IT skills, putting in place relevant ICT infrastructure leading in to customer attraction hence efficiency in service delivery.

Employee training Empowerment of employees through duties delegation, appointment as assistants in higher positions of responsibility, appointment in committees where they can make key contributions in matters related to organization as well as giving them formal training hence enhancing service delivery.

ABSTRACT

Service delivery deals with how service product is delivered to client and whether it is fairly or unfairly done service delivery is an essential aspect for postal corporation of Kenya to gain competitive advantage hence determining prosperity or down fall of the corporation. One sure way of realizing full potential of organization is use of relevant human resource development mechanisms appropriately. Human resource development mechanisms describe organization strategies of investing in activities and programs that develop competence, skills and knowledge of employees. Internationally business environment is characterized by increase in competition since time memorial. Hence raising question whether level of service delivery could be attributed to human resource development mechanisms adapted in organization. General objective aimed at determining effect of human resource development mechanisms on service delivery in Postal Corporation of Kenya in Nairobi city county. Specifically, study aimed at establishing effect of training, employee welfare, feedback and reward system on service delivery in Postal Corporation of Kenya in Nairobi. Study sought to find out moderating role of organizational resource on relationship between human resource development mechanisms and service delivery in Postal Corporation of Kenya in Nairobi city County. Lastly study evaluated mediating role of technological environment on relationship between human resource development mechanisms and service delivery in Postal Corporation of Kenya in Nairobi city County. Study was anchored on SERVIQAL model, Maslow's Hierarchy of needs theory, Goal setting theory and Resource Based theory. Study used positivist research philosophy paradigm and descriptive cross-sectional research design. Target population of 400 respondents comprising of 300 employees and 100 clients, 60% sample size is obtained from target population using simple random sampling technique translating to 240 respondents. Structured questionnaires were used to collect primary data. Confirmatory factor analysis was done to test for validity the research instruments Cronbach alpha was used to test for reliability. Data was then subjected to statistical analyses using statistical tools such spread sheets and SPSS. Normality test was done using Kolmogorov Smirnov test to ascertain if data was normally distributed, Pearson's Correlation coefficient was used to test assumption for linear relationship between variables, variance Inflation Factor was used to test likelihood of multicollinearity and homoscedasticity test was done using Breusch Pagan test to determine if explanatory and predictor variable variance was similar. Multiple regression models that allowed study to predict effect of independent variables on dependent variable and moderation as well as mediation effect tests were done using multiple regression models respectively. Hypothesis testing was done at $p < 0.000$ level of significance with computed effect being statistically significant at 95%. Key finding from results of collected and analyzed data found human resource development mechanisms have significant effect on service delivery at Postal Corporation of Kenya in Nairobi City County. Inconclusion human resource development mechanisms established to be significantly linked to quality of corporation's services include training, welfare, reward system, feedback. Both mediating and moderating effects of corporation's technological environment and organizational resources were positively ascertained. Therefore, study recommends deliberate planning and enhancement of identified human resource development mechanisms to ensure continued competitiveness of Postal Corporation.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

Due to globalization, current business environment has been characterized by an increase in number of competitors both locally and internationally. Therefore, for organizations to survive in the highly competitive business environment service delivery is a very essential. Abdul (2015) noted that service delivery is concerned with where, when and how service product is delivered to client or customer and whether it's fairly or unfairly done. Service delivery defines not only how but also what of a service design hence mediating between customers' needs and organizational strategy as (Nicol & Ophillia, 2015).

Understanding customer service concept is of great priority for many organizations due to the fact that service is a valuable resource hence, if customers are unable to get the expected service, they will seek for the service elsewhere (Francis, 2015). Service provision to people is a mandatory assignment for the individual service provider or employed officer to ensure that clients receive required services. Wanyoike (2015) argued that service delivery plays a significant role between an organization and its clients because quality of services results from internal strategies and procedures of an organization. These internal factors highly impact sequence of services and eventual satisfaction or dissatisfactions of customers hence determine loyalty of customers from the perceived value for their money.

According to Dean (2002) as cited in Arif and Qin (2015), service delivery begins with educating those responsible for providing the service. This makes training in customer service essential (Najeeb, Naveed, Omer, Iram & Shazia, 2014). Therefore, organizations are only capable of delivering perfect customer experience if they concentrate on the elements that are capable of adding value to their products while creating a service delivery system (Mulki, 2018). Arif and Qin (2015) highlighted that well developed and attractive service is a potential differential factor of a business from its competitors.

Internationally trade has a significant role in global economy, with express mail being one of the growing parts of international economy. Due to most government's

maintenance of public sector postal monopoly, its growth has been inhibited by multiple barriers for new entrants. Therefore, industry competition has concentrated on direct delivery with a paradigm shift to delivery of services instead of international focus on goods (Daniel, 2003). European Union Postal Directives, which are the primary Postal market, is between universal and non-universal services. The former services are one's government assures to provide on permanent basis nationally, they consist of basic postal services such as essential letters and light weight parcels subject to certain requirements; collected and delivered in the entire territory, as stipulated frequency and affordable prices uniformly. (Ann, 2019)

Globally world's economic order has been transformed due to economic globalization, hence bringing about new business challenges and opportunities. Customers are becoming more complex, segmented, and refined as well as expecting more as far as products or services customization, uniqueness, price and quality are concerned (Arif & Qin, 2015). According to World Health Organization (2010), quality of service provision greatly depends on provider's expertise. Therefore, organizations need to pay extra attention on commitment and expertise of the people to assign duty of providing their services. Organization can also enhance such virtues on their employees and build their capacities through proper training programs and ongoing mentorship.

Rapid globalization that continues to characterize current economy and increasing need for responsive schedule of production makes services such as express delivery to be essential to global business operations, since these services offers faster delivery of business documents hence promoting more rapid transitions for services. This enables both small as well as medium sized business to be able to compete in global market by giving them access to international distribution system, due to this express service delivery growth becomes very significant due to the fact that its growth would result to growth of international economy as well (Daniel, 2003).

Customers switch service providers after service failures; this is costly for an organization (Flokes, 1984) as cited by (Lishan, Sekar & Russell, 2021). It is more expensive to recruit new customers as compared to keeping current ones satisfied hence it is important for service providers to work hard to recover from failures

(Lishan et al., 2021). In Sub-Saharan Africa due to decentralization policies in most of African countries services are often transferred to sub-national authorities. However high poverty levels deprive local government's adequate resources. Vertically divided authorities due to opposition parties controlling a number of African cities also affect quality of service delivery in Sub-Saharan African.

Daniella (2014) notes that South Africa has a strong decentralization policy which has been facilitated by the country's strong constitutional framework that accords a great deal of autonomy to metropolitan authorities. South African cities network, consisting of metros, and one secondary city, mobilizes around common issues facing big cities. Due to strong constitutional framework, provision of urban service delivery does not appear to be a challenge in South Africa as it is the case in most African Countries.

According to Robert (2014) Uganda decentralization policy as laid down in the 1995 constitution and 1997 LG Act, placed Uganda among Africans most decentralized countries. However institutional and policy changes have recentralized control and stripped local governments authority, staff as well as resources a step that has highly impacted on quality of service delivery in Uganda (Gina, 2014). Therefore, improvement of service delivery in Africa requires consideration of two interrelated dynamics that are relevant to governance contest at both local and national level which include; decentralization as a result of which key services has been transferred to sub-national authorities in a number of African countries and underlying challenges of decentralization being magnified by democratic politics in Africans current multi-party era (Daniella, 2014).

To address challenges facing service delivery in most organizations human resource development is highly significant. Beverly, Faiza and Kalechi (2018) argues that HRD focus in Africa basically is more often framed at national as well as regional level. In Sab-Saharan Africa HRD indicators place Sab-Saharan Africa at lower quartile of countries as compared to other regions in the world. This could be attributed to factors such as corrupt political regimes, high poverty levels as well as under development, partially functioning educational systems as well as health

demand and general human well-being (UNDP, 2017) as cited in (Beverly et al., 2018).

There is an increase in need for HRD mechanisms such as training and development in sub-Saharan Africa, more so in characterized by unstable economies and high unemployment that have created many challenges in many levels. This could be attributed to the fact that Sub-Saharan region is facing high poverty levels skills migration as well as HIV/AIDS, that are taking away skilled workers in this region during their most productive years (Kristine & Peter, 2007).

In Kenya, Kenyan Government has continuously struggled with challenge of poor service delivery in public sector. For instance, due to poor service delivery within public sector, Kenyan Government in early 1990's resolved to a number of interventions among which included; retrenchment of more than one hundred thousand civil servants a resolution that went with little impact on quality of services within civil service (Mbua & Sarsar, 2013) as cited in (Doris, Muturi & Dorcas, 2016).

In addition, Kenyan Government in the year 2004 introduced result-oriented management, using performance contracting tools as a way of improving public service delivery. This basically meant that all public services were to work towards set targets, come up with service charter with their clients as well as make a comparison between their performance and the best worldwide (Hope, 2013) as cited in (Doris et al., 2016).

Effective service delivery in state parastatals such as national transport and safety authority has been affected due to inadequate strategies in formulating and absorbing development funds. Hence, sound leadership, review, and implementation of strategic policies has been hindered (Karanja & Juma, 2020). Service providers such as Kenya Power have also been of great concern to the public. Members of public have raised concerns on consistency and reliability of power supply due to unexpected interruptions, haphazard power surges in addition to rationing among other scheduled interruptions in power supply across the country (Francis, 2015).

1.1.1 Human resource development mechanisms

According to Beverly et al. (2018) HRD mechanisms are basically processes within an organizational intended to develop competence, skills, and knowledge of employees. Internationally human resource development is usually considered to be an organizational activity with strategic implications according to western scholarship, human resource development is a field of theory and practice with distinctive tripartite agenda of betterment, organizational enhancement as well as societal development (Bierema & Callahan, 2014).

Jane and Pradhan (2014) emphasizes that HRD is a planned process with defined mechanisms to realize intended goals. The mechanisms are exemplified by activities like employee development programs, formal education, off and on-the job training programs. HRD main concern within an organization is to transform employees' professional behavior through different learning activities within specific duration (Bashir et al., 2016). HRD aim to enhance professional ability, self-confidence, skills, and knowledge of individual employee. Hence, it has significant contributions towards holistic preparation of employees in terms of their professional growth and self-actualization in and outside the organization (David, 2012). This study focuses on the following HRD mechanisms: training, employee welfare, feedback and reward system, organizational resources and technological environment.

The HRD mechanisms adapted in this study have been adopted from the RAO matrix of 1986, which graphically illustrates linkages between Organizational effectiveness and HRD outcomes, processes, and instruments. In his work, Rao (1986, 1990) recommended proper interlinking of the HRD mechanisms and sub-systems. Specifically, he stated that training, reward, feedback, employee welfare, available resources and technology among others should have an interlink age with one another. He emphasized that these elements require proper linking to organizational strategies and plans, which automatically result in to quality service delivery to customers or clients more so in organizations that basically deal with service delivery like Postal Corporation.

Ananthraman (2003) posits that all HRD mechanisms indirectly influence both operational as well as the organizations' financial performance. In addition, mechanisms that are based on HRD subsystems including job design and training among others have a direct effect on product quality as well as speed of service delivery and operational cost. Therefore, there is expectation on every organization to objectively assess its HRD processes and systems due to prevailing economic climate that is characterized by increasing privatization, liberalization, and globalization. Future survival of the organizations depends on such pragmatic analysis of their current HRD practices.

Kandulla (2001) came up with a "strategic HRD Framework" through a research on 55 Subsidiaries of a Multinational Corporation. The framework is a modification of the RAO matrix. His findings showed varying impact of synergistic systems on HR mechanisms and their generalizability in different national context (Park, Jeong, Hitoshi, Carl & Bjorkman, 2003).

Rao and Abraham (1986) surveyed 53 organizations in India where they noted that half of the organizations had official and well-defined employee training policy. This is an indication that organizations' top management are greatly committed to employee training as human resource management function. Ravindra and Premkumar (2011) also emphasized the overarching need for continuously enhancing the HRD subsystems in terms of their design and implementation to ensure delivery of quality services by effective HR practices.

For an organization to be able to achieve its intended goals and objectives through quality service delivery reward system plays a very significant role. Reward systems are the planned activities that organizations implement to achieve set goals of the organization (Owsu, 2017). Due to their aspect of attracting and retaining suitable employees as well as making them improve on their performance through motivation reward systems are significant components of any effective performance management system (Hammad, 2016).

Training is another critical aspect in ensuring that an organization achieves a quality and standard service delivery. Through training an organization is in a position to

attain high levels of output, quality of life and work improvement high employee motivation, hence resulting to organizational learning culture which brings about organizational efficiency through quality service delivery (Shaw, 2015). Organizations are better placed to advance their competitive advantage through sharing of organizational knowledge among its workforce (O'Dell & Grayson, 1998).

Hannah and Peter (2020) in their work noted that training is a very significant aspect in service delivery in that it helps in enabling an organization to achieve the organizational goals and objectives by adding value to its human resources which is key to the organizational operations and also empowers employees to be able to utilize their natural abilities optimally for purposes of better performance. For those employees who are in the frontline in service delivery and are in close contact with clients, they are greatly in need of training if an organization has to achieve the expected quality and standard service delivery (Wells, 2013). Opportunities to acquire new skills and enhance the old ones tend bring about professional confidence among employees who have undergone proper training (Mthokozisi & Clifford, 2015).

According Abdul (2015), training plays a very significant role in promoting quality service delivery therefore training cannot be neglected in this case. Training provides employees with an opportunity to continuously learn hence allowing employees to directly advance their professional abilities, knowledge, and skills for better delivery of services to the customers. Training results to employee commitment to service quality and development of positive service climate within an organization. Through training, an organization is able to realize efficiency in its functioning in relation to set Government regulations as well as having competent employees. Employers should then develop employee-training programs according to their job descriptions and other relevant categorizations.

Once employee has right skills, managers have opportunity to confidently delegate tasks to employees. Employee welfare also is also important in improvement of service delivery. Employee welfare refers to general wellbeing of employees within an organization in terms of social, ecological, and economic environment (Lathan's,

2012). Due to the fact that work issues have direct effect an employee's quality of life and their delivery of services, organizations are encouraged to embrace employee welfare programs as a way of enhancing their productivity and service delivery. Welfare activities promote an increase in efficiency and productivity by inspiring loyalty and excellence among employees through cooperation with others stakeholders and the clients.

According to Regina, Susan and Mwajuma (2016) Staff welfare in any given organization is very critical. Banu and Ashifa (2012) stated that staff welfare plays a very important role in promoting delivery of quality services to members of public. Minimal performance of employees tends to result from inadequate employee welfare programs by the organization. Therefore, it is essential for organizations to have proper mechanisms of promoting welfare of employees. Employee welfare could be promoted through activities such as compensation programs as well as safety and health programs.

Regina et al. (2016) in their study on effects of welfare programs on employee welfare their findings shows that compensation, safety and health of employee greatly affects employee satisfaction hence quality of service delivery. Mwaniki and Mergery (2020) noted that employees' commitment to delivery of quality services often declines due to decreased motivation occasioned by inadequate incentives such as good retirement plans and health benefits among other employee welfare programs. This eventually affects service delivery with the organization. Any given organization that is less concerned about worker's welfare not only tends to produce less but also happens to be vulnerable to failure (Oyira, 2015). Due to challenge of employee commitment at work place that many organizations are facing today worldwide. Organizations have resolved to use HRD mechanisms such as employee welfare as a way of improving the level of employee commitment hence quality service delivery to their clients.

Mwaniki et al. (2020) in their work on employees' commitment and welfare at Judicial Services of Kenya, notes that employee commitment to be a big challenge among several organizations across the globe. As such, several organizations are adopting varied HRD practices in their endeavor to achieve greater commitment

among their employees, with Kenyan constitutional offices in specific registering declining levels of commitment among their employees. Their findings show that employee welfare at the Kenya's judicial services commission explained up to 98% of employees' commitment levels.

In accordance to Adam (2012) while studying strategic resource management practices among different firms in the United Kingdom, employee welfare is a major determinant of their commitment to work. Therefore, he proposed the need for continuous enhancement of employee welfare programs such as insurance plans, health benefits as well as retirement plans. Feedback makes a very critical aspect of organizational quality of service delivery due to the fact that through feedback employees are able to realize not only their areas of strength but also their weak areas which in this case need to be worked on for the betterment of the entire organization.

Jackie et al. (2020) indicates that feedback involves both a mix of positive as well as negative feedback. The authors are quick to note that provision of feedback can fail to bring about positive response from an employee if they are discussed in the context of past performance. However, employees tend to respond positively to a feedback aimed at addressing their future performance. On contrary, feedback discussions can increase recipient's urge for self-defense on past performance hence resulting in to decrease in understanding between provider and recipient. This case result to low feedback acceptance hence lower employee motivation to work.

In accordance to Nick, David, and Alexander (2011) information sharing is essential within an organization in that it brings about greater employee efficiency and customer focus. Feedback is an important tool in promoting employee motivation to work hence has a great influence on quality of service delivery altogether (Namoon, Rezaul, & Ismat, 2016). In an organization, effective delivery of services is guaranteed by equal participation and embrace of feedback by every player in the organization's operations (Akpovire, 2017). One common avenue for feedback provision is official meetings often organized by management.

Hindle (1998) describes an official meeting as formal gathering of identifiable and invited individuals to discuss specific issues within a definite period of time and place. Such gatherings provide an organization with opportunities to enhance personal relationships among employees through communication, consultation, and generation of new ideas to improve service delivery. Meetings also provide good platform to assign relevant tasks, improve organization's products, and identify and solve existing problems (Linda & Melissa, 2019).

Jacqueline et al. (2020) notes that reward system has a significant effect on employees' motivation towards delivery of services in a creative manner. This in turn affects entire performance of an organization; due to this in their quest to stimulate employees' creative service delivery, managers have used existing rewards such as monetary rewards as well as recognition as a way of motivating employees.

Belachew (2019) in his work on organizations' reward system and motivation of employees noted a significant and positive link between reward system and motivation among employees. Employees feel more motivated to work in presence of rewards such as good work environment, tangible benefits, recognition, and promotion. Owsu, (2017) emphasizes that non-monetary rewards such as recognition, learning and development opportunities, work flexibility, as well as professional autonomy can greatly motivate employees to be loyal and committed to their work, hence better service delivery.

Oyira (2015) noted greater commitment and hard work among employees who are well rewarded to help organization realize its goals and objectives. Incentives provisions have a strong impact on employee's enhancement as well as service delivery. Effectiveness and efficiency in service delivery is more prevalent in institutions that have adopted incentive scheme provisions and work ethics than in institutions that do not practice such provisions. Non-monetary rewards such as recognition, work flexibility, professional autonomy, as well as learning and development opportunities work well towards motivating employees be loyal and committed to their work hence better service delivery (Owsu, 2017). Employee reward can be either monetary or non-monetary.

Ojokuku and Salami (2011) as cited by Hannah and Peter (2020) indicates that financial incentives significantly affect employees' performance hence quality of service delivery. According to Benedict and Brian (2020), delegation is an internal and temporary allocation of responsibilities from an official holder of responsibility to another person within an organization. It provides an efficient means of lessening a manager's workload and preparing for succession within the organization. Previous studies report acceptable ability among employees to handle delegated assignments (Riisgaard et al., 2016). Through delegation subordinates are involved in decision making hence enabling subordinate to contribute in strategic direction of the organization, which not only benefits organization but also strengthens its management due to the fact that it enhances both quality and speed of service delivery (Hamdan et al., 2015).

Delegating also facilitates learning and sharing of knowledge among members of organization's workforce while increasing their responsiveness (Benedict & Brian, 2020). Delegation alleviates functional burdens from managers, gains employee satisfaction as well as building their trust and corporation. Therefore, managers get adequate time to complete other tasks. This helps reduce intellectual and physical fatigue among employees and their seniors. As for employee, they are able to achieve functional empowerment, building their confidence through opportunities to develop their leadership and administrative skills. As such, delegation creates intrinsic motivation among workforce to attain excellent delivery of services. This helps in meeting needs of customers rapidly by delivering or providing services which ought to delay due to delegation authority hence giving customers high level of care and attention, building customer perceived and creating loyalty and mutual respect for an organization and production as well as service delivery (Hamdan et al., 2015).

1.1.2 Technological environment

Technological environment is very essential in that since the emergence of ICT there has been a significant reduction in business Costs as well as efficiency improvement and transparency (Dennis & Jason, 2019). However, despite the fact that ICT has a positive effect on business cost, initial stages of installing ICT infrastructure is quite

costly and for an organization to be able to enjoy cost benefits of ICT it must definitely invest organizational resource and HRD such; ICT infrastructure and training of employees on IT skills. Worldwide technology has gained momentum as a way of solving poor service delivery in many nations, this makes technological environment to be of great significance in service delivery (UNDESA, 2016). Internet as well as digital revolution is fundamentally changing world's communication, business as well as commerce, digital economy continues to experience rapid growth with technological change, digitalization as well as big data reforming customer needs hence leading to creation of new products and services (Ann, 2019).

Dennis and Jason (2019) Vision 2030 agenda of united nation recognizes the potential benefits of ICT attached to social services delivery for people in majorly five key sectors that include: Health, Education, Finance and social welfare, labor and employment. On the contrary despite the milestones that ICT has made since its innovation to date most of countries and more so developing countries are still far from realizing the benefits of ICT in areas referred by vision 2030 agenda hence making this to be a dream that is seemingly far from realization. Never the less a number of countries such as North America and Europe have had golden opportunity to enjoy such benefits. According to Brian (2016), North America and Europe have been able to apply ICT in a number of public services such as health where there is use of telemedicine, tele-nursing and tele-homecare.

Kenyan government welcomed and approved use of ICT in 2004. National ICT in 2006 under ministry of information and communication a step that was intended to enhance efficiency, transparency as well as democracy within public administration (MoICT, 2006). According to Wamato (2015) as cited by Dennis and Jason (2019) In Kenya ICT has gone a long way in implementation of major projects in the country such as Financial Management Information System (IFMIS) and Integrated Personnel and Payroll Database (IPPD) which today are fully operational in the ministries. Kenyan Local Authorities have been able to roll out an Integrated Financial Management Systems (ITMS) currently referred to as ITAX after an improvement in design, online recruitment and selection system in public service

commission as well as Border Control System in Ministry of state and Registration of persons. However, despite the milestones that Kenya has made in the use of ICT, Kenyans are still far from realizing some of the benefits of ICT as stated in the vision 2030 agenda due to poor network most parts of the country.

Past researchers have used technological environment as a variable in their studies. Shumon et al., (2017) used technological environment as an independent variable in their work on contribution of digital technology to service delivery. The study findings showed that lack of financial resources and inadequate or lack of cost benefit analysis is likely to limit investment in technology at the necessary levels hence the reason for failure most e-service delivery currently and even in the future. In order to sustain technological services, it is essential to provide and sustain ICT infrastructure.

Hela, Yoshifumi and Idris (2018) used resource-based view to study application of information technology for creating sustainable competitive advantage. The aim was to improve organization, where information technology was used as an independent variable; there findings showed that understanding and use of IT may enable fundamentals to be created so as to sustain competitive advantage, hence IT plays a significant role in the world of business.

Alyson and Noam (2019) in their research work mindful bridging of technological gap in traditional mediation process, with technology as a mediating variable. They sought to explore more on how technology could be used in enhancing traditional mediation process, which was mainly an in-person process. They noted that technology is conspicuously missing in majority of current mediation processes. Their work shows how technological environment has significantly played mediating role successfully with legal field having seen the growth of virtual law firms and online client's portals which provide clients with easy access to their documents, case status and bills without office visits. Medical practitioners as well as institutions offer telehealth services, convening providers and patients through video or text-based systems and patient's portals been able to provide patients access to records as well as facilities queries to their care givers mindful bridging of technological gap in traditional mediation process, they advocated for intentional

integration of relevant technologies to enhance traditional meditation approach. They noted that this approach has always been done in-person and suffers absence of technological enhancement. They suggested that failure to consider possible technological gaps discredits mediation as a career to future generation of mediators and clients. Additionally, it denies this ancient approach excellent opportunities of improving its processes.

1.1.3 Organizational resources

According to Barney (1991) as cited in Rohana & Nooraslinda (2015) Organizational resources are categorized into physical resources, human capital resources as well as organizational capital resources. Resources can therefore be defined as organizational capabilities as well as intangible and physical assets. Panrose (1959) as cited in Walter and Vincent (2018) Organizational resources are anchored on resource-based theory which postulates that organizational resources are main source of competitive advantage.

When an organization has enough resources this plays a significant role in determining service delivery of the organization since organizational resources can be utilized to ensure correct HRD mechanisms such as; relevant training of employees, employee welfare activities, timely feedback on tasks within the organization, efficiency of organizational reward system as well as relevant technological environment are put in place which will in this case enable employee to have good attitude towards their work hence customer satisfaction with service delivery of the organization (Abhinav, 2016).

Rohana and Nooraslinda (2015) emphasizes that physical resources alone are not enough hence financial resources which among others include financial liquidity, operating funds and borrowing capacity as well as the ability of a firm to generate fund is crucial in ensuring that a firm enjoys maximum profitability through service delivery. They also noted that ability of an organization to realize its objectives depends on how it distributes its resources. This means that organizational management team must ensure that they set organizational goals and objectives in order of their priority.

Grace, Juliana and Paul (2018) argued that everyone within an organization is responsible for service delivery. However, to a greater extent organizational management plays a greater responsibility since it creates favorable environment in which customers' interests are prioritized for delivery of quality services. For an organization to realize topnotch delivery of services according customer expectations, managers within an organization should play their basic role of objective allocation of resources across the organizational processes (Christine et al. 2015).

Employees' commitment to work tends to rely on availability of relevant resources, organizational operations, and mobilization of required funds in the organization (Grace et al., 2018). Therefore, these factors produce great influence overall service delivery within an organization. Human capital and technology as resources form a foundation for superior performance within an organization via service delivery hence enabling an organization gain competitive advantage (Wernerfelt, 2011) as cited in (Njoronge,2015). Globally organizations are faced by challenge of ensuring that they offer services that are of quality so as to remain competitive in globalized economy as well as the ever-changing market environment and customer preference.

One only sure way of maintaining organizational success via service delivery is by providing financial incentives to staff members and teams when they meet organizational goals and objectives this definitely calls for utilization of organizational resources (Dennis & Jason, 2019). In turn service providers are able to provide services that are of great value to their clients hence resulting in to an increase in customer satisfaction.

1.1.4 Service delivery

Services can be described as intangible efforts, performances or deeds of an individual or organization (Mthokozisi & Clifford, 2015). In highly competitive industries viability of an organization requires that service-oriented firms to be in a position to achieve outcomes such as excellent customer services as well as operational efficiency, through which organization is able to achieve competitive

advantage over its competitors through an increase in output in relation to its input (Nick et al., 2011). Inclusion of both citizen service chatters and customer satisfaction surveys in performance contracting strategy has played a significant role in not only enhancing but also in measuring quality of service delivery since its introduction (Log associates, 2010).

The government has played a key role in ensuring quality service delivery to the public through ensuring that service provision organizations are ISO certified a step that has brought greater change in the manner in which services are provided to customers in most organizations. Most of the ISO certified institutions is basically about quality management systems (Benard, 2011). For those organizations that are ISO certified this simply implies that their services meet international standards which in this case are a great boost to credibility as well as demand for services (Log Associates, 2010). However, the judge of quality of service delivery offered remains to be the client. According to Philip, Gorretty, and Samuel (2015), work environment has significant effects on employees' delivery of quality services. Their study focused on public universities' work environment and their delivery of academic services in Kenya.

Benjamin and Anaya (2017) argue that there is a positive influence on service delivery by organizations' economic order quantity. Inventory control techniques and service delivery are highly correlated in that effective techniques of controlling inventory often leads to lower storage costs whereas working capital is likely to increase unnecessarily when inventory is mismanaged. Due to interactive nature of service delivery employee plays a very critical role in service delivery within an organization hence we can say that service employees are not only service themselves but they are also organization as well as the marketers (Abhanav, 2016).

Christine, Kepha and Asumpta (2015) emphasizes on role of service provider in service delivery by noting that, service provider's behavior as they interact with their clients reflects exact state of organization. Therefore, there is substantial link between individual and collective behavior of an organization's employees and attitude of clients towards organization's services. With metaphor of service as either a drama or a performance in which employee is the actor in this case,

employee's emotion and attitude affects service delivery, therefore critical role of an employee cannot be ignored what so ever (Grove, Fisk, & Dorsch, 1998).

According to Hannah and Peter (2020) Parasuraman, Valarie, Zeithaml and Leonard Berry in the year 1988 developed SERVQUAL model that's also known as Rater Model, which is a method of capturing and measuring the quality of service experienced by a customer with the aim of improving services in order to give organizations a competitive edge.

Brendan, Boniface, Jonas, Cyprian and Ferdinand (2014) SERVQUAL allows providers with similar output to provide greater value, competitiveness, opportunities for growth in services and I ncrease in customer satisfaction. In this model Parasurama et al. (1988) brought out five dimensions of quality of service which includes: reliability, assurance, tangibility, empathy and responsiveness, which basically implies that there is a gap between services offered by the service providers and the expectations of customers; hence the need to have services not only selected with care but also maintain credibility in service delivery (Philip et al., 2015).

Studies on Service encounter shows that customers are delighted most by external behavioral efforts of service providers hence categorizing service delivery to be satisfactory (Ndabazinhle, Roger & Mandusha, 2017). Consumers of an organization's services are expected to demonstrate continued loyalty to organization when there is a greater level of customer satisfaction with services offered. This relationship is likely to bring about healthy and long-term profitability of the organization (Christine et al., 2015).

Existence literature on service delivery also shows that customers evaluate service delivery through criteria's such as empathy, reliability, courtesy, assurance as well as tangibility of services delivery. These behaviors not only enhance harmonious service environment but also service delivery climate as well as the customers' perception towards service delivery (Parasuraman et al., 1985 in Abhanav, 2016).

Both organization and its clients are likely to reap great benefits if organization choose and commit to deliver services to customers' satisfaction. Such organizations can be able to depend on their customers on marketing their services through referrals to widen their market dominance without necessarily going through an extra cost of advertising. On contrary, an organization is at a higher risk of losing its reputation through disgruntled clients. Christine et al. (2015) warned that such clients are likely to discourage any potential clients from consuming organization's services.

Organizations whose services delivery are rated satisfactory by customers; such companies are able to achieve customer loyalty hence long-term profitability. Therefore, organizations should be intentional in planning for delivery of quality services if they are to create value and deliver services that are satisfactory to their customers (Zeithal & Bither, 2000). In this study service, delivery will be measured by use of indicators such as tangibility, assurance, reliability as well as empathy, which are dimensions of quality of service which basically implies that there is a gap between services offered by service providers and expectations of customers (Parasuramna et al., 1985).

1.1.5 Postal Corporation of Kenya

Prior to its licensing to operate as a commercial public enterprise effective 1st July 1999, the Corporation was established in the year 1998 by Act of parliament No.3 (PCKN, 2018). PCK is one of the three parastatals including C.C.K. and Telkom Kenya that came from disintegration of former Kenya Post and Telecommunication Corporation. Internationally the Corporation is an active member of UPU whose headquarter is at Berne with a total number of 192-member countries world-wide UPU is a specialized agency of United Nations organizations handling all matters of IPS among the 192-member countries. African nations are united by PAPU a specialized agency of African Union, whose headquarters is Arusha, Tanzania. The chief executive is a secretary general. In East Africa, Postal operations came together under EACO, whose founder members are: Burundi, Uganda, Tanzania, Rwanda and Kenya (PCKN, 2018)

The Corporation is tasked with responsibility of providing reliable, affordable, and accessible Postal services across the country. This responsibility is informed by United Nations Charter of 1948, which categorized ownership of a Postal Office among basic human rights. In addition to operating 769 Post Offices, the Corporation strives to achieve its core mandate by working alongside over five thousand registered stamp vendors located in different parts of the Country. It offers other services and products like agency and financial services. Worthy of note is the fact that the Corporation continues to monopolize postal services such as delivery of letters within 350 grams upper limit and sale of postage stamps. This market monopoly is granted by its public postal license (Posta CSC, 2017).

In terms of human resources, the Corporation boasts of more than 3500 employees headed by chief Executive in the position of a Postmaster General. The corporation's managerial organogram consists of three managerial levels in which Postmaster General occupies the topmost level, followed by General Managers heading different departments, then line managers. General Managers also supervise regional managers, who are currently eight individuals spread across the country. Government of Kenya, through relevant ministry is exclusively responsible for appointing Postmaster General and Board of Directors. This privilege and responsibility emanate from government's full ownership of the Corporation (Posta CSC, 2018).

The Corporation has been gradually growing despite major competition brought about by other organizations that have emerged in the same line of business. This can be attributed to rapid change in consumer needs due to liberalization, globalization, de-regulation, technological advancement as well as market dynamism. Morten and Anders (2018) noted that digital services have increasingly substituted postal services even though the two services should be complementing each other.

The foregoing scenario informs researcher's decision to examine possible relationship between human resource development mechanisms in postal corporation of Kenya and delivery of its services. Strategic downward trend in mail volumes across the globe poses a great challenge for postal industry. Digital

revolution has disrupted various industrial sectors globally, Postal included, as customers shift their communication from physical letter to digital alternatives which has drastically had a dramatic effect on mails volume (PCK Report, 2017).

Corporate Strategic plan (2017) shows Postal revenues to have been declining in recent past. This is mainly due to increase in competition from competitors as a result of liberation in the market, mobile phones as well as use of electric mails as a means of communication hand in hand with customer sophistication and exposure to varied choices; hence demand for services that are of high quality.

In accordance with Communication Authority industry report of 2015 as cited by Irungu et al. (2020), both courier and postal market segments hardly registered any growth between year 2007 and 2016 in terms of business volume. This growth stagnation could be attributed to an increase in industrial competition as portrayed by increased entrants into courier business. Internationally postal corporation has faced a number of challenges due to introduction of more competition and privatization of the postal services.

Morten and Anders (2018) studied downfall of Postal services in Denmark following technological disruptions of the universal services. Their work shows that period between 1998 and 2012 recorded a 75% decline in number of letters postage. The trend was noted by Postnord (2018) to have continued to 2017 when a 50% decrease was noted in comparison to volume of postal services rendered from 2012. As such, 87.5% of postal business was lost between 1998 and 2017. This has resulted to severe financial problems for postal operators.

Communication Authority of Kenya (2016), industrial statistics shows number of domestic letters sent to have dropped in the year 2016 by 7.7 percent from 17,211,415 in the first quarter to 15,894, 540. Postal Corporation of Kenya has 623 other outlets distributed all over the country. However, cost of operating some of these outlets often exceeds their revenue generation. Income from both postal as well as messenger services has also gone down by 36.7 percent since the year 2011 to a total of 48 billion as at the end of 2015/2016 fiscal year on June 30th year 2016 (Communication Authority Report, 2016).

1.2 Statement of the Problem

The postal sector has faced a myriad of opportunities and challenges arising from technological disruptions since early 1980's. Multiple means of communication associated with technological advancements have presented unprecedented competition to business of traditional postal services. The paradigm shift began by rise of fax technology in the 1980s that permitted electronic transfer of documents. Electronic mailing systems (e-mails) followed the trend in 1990s and transformed communication industry in terms of cost and speed of passing information across the globe. Cost of sending information has been lowered and will continue to decrease. Digital revolution has disrupted various industrial sectors globally, Postal sector included, as customers shift communication from physical letter to digital alternatives, which has drastically presented a dramatic effect on mails volume (PCK Report, 2017).

Opeyeolu and khumbulani (2017) reported that number of people partaking traditional postal services continue to decrease due to substitution of paper mail with digital alternatives. This has created unfavorable business divergence and change in customer demands. At the same time, increased involvement of customers in creation of communication contents and uniqueness of current communication services continues to complicate delivery of postal services (Alzaydi et al., 2018).

Locally, the Postal Corporation of Kenya has lost significant portion of its market share to new entrants in courier business and consequently shed around US\$43 million of its annual profits to the rivals (Jimnah et al., 2020). The following competitors have been identified to be posing a great threat to Postal Corporation of Kenya within both local and international market: Aramex, UPS, freight and Bus companies as well as G4Securior Courier services among others. In courier postal market share count for 3% and in ordinary mail 60% (PCK, 2016).

Postal Corporation of Kenya Report (2017) notes that digital revolution has disrupted various industrial sectors globally, Postal included, as customers shift their communication from physical letter to digital alternatives which has drastically had a dramatic effect on mails volume. Multiple studies have been done to facilitate understanding of Kenya's postal sector in terms of its core function as well as its

main source of revenue stream. These services are today been provided electronically courtesy of technological advancement. Liberalization of courier business has also decreased revenue generation through letter post as well as postal financial services that global enjoyed popularity due to its unique network, reliability as well as affordability of its fees is today facing stiff competition from the mobile sector as a result of mobile phone technology (PCK Report, 2017).

Communication Authority of Kenya (2017) indicates number of mobile subscribers by the year 2017 had risen by 16 million. Currently, mobile subscriber continues to increase year after year which means increasing commercial uptake of electronic mailing services estimated at 33.3% penetration level (Jimnah et al.,2020). Communication Authority Report (2016) shows that income from both postal as well as messenger services has also gone down by 36.7 percent since year 2011 yielding a total of 48 billion in financial year ended June 30, 2016. These challenges have called for postal Corporation of Kenya to rethink their ICT strategy including getting into partnership deals with private players to competitively offer new and relevant products. This means that PCK has to come up with mechanisms that would enable the company compete effectively.

Porter (2016) noted that accurate measure of a company's competitiveness is its ability to attract new customers and cope with competitive forces. This brings about a positioning advantage, which is manifested in quality of its services and products. Such a company should be able to offer superior customer services as compared to their competitors, producing products that are categorized as able to offer highest level of customer satisfaction with regard to quality of goods and services and acceptable price. This would be the only way through which a company can generate great value for the firm and its shareholders (Kairanya & Bett, 2018).

The concept of service delivery has been studied by multiple studies exemplified here by a few ones. They include; Hela, Yoshifumi and Idris (2018) Role of a resource-based view and information technology to create competitive advantage of organizations. The study focused on a resource-based view on how IT creates sustainable competitive advantage to improve organizations hence living conceptual gap to be filled using other variables.

Philip, Gorrety and Samuel (2015) Public universities' work environment and their delivery of academic services in Kenya. Work environment pose significant effects on employees' delivery of quality services. The study presents a contextual gap as it was only carried out, on public universities in Kenya. Influence of inventory control techniques on service delivery in parastatals in Kenya, Analyzing financial sustainability determinants of service delivery parastatals in Malawi: Contribution of digital technologies to service delivery and Human resource development practices in Indian organizations and their impact on productivity of human resource: An empirical study. This work presented a contextual gap, it only used secondary data giving room for further research using primary and secondary data. The study was only carried out in Indian organization presenting a gap for the same study to be done in other organizations.

Kairany and Bett (2018) Focused on evaluation of competitive advantage on performance of postal corporation of Kenya. Quality of services increase competitive advantage and performance. Study only concentrated on competitive advantage and performance hence presenting knowledge gap that could be filled using other variables. Human resource development plays a key role in determining the manner in which services are delivered to customers yet this area has also not been handled. Therefore, it is on the bases of this gap that this study seeks to find out the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya.

1.3 General objectives

Study generally aimed at investigate effect of human resource development mechanisms on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

1.3.1 Specific objectives

Specifically, the study:

- i. Establish effect of employee training on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya

- ii. Examine effect of employee welfare on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.
- iii. Examine effect of feedback on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.
- iv. Find out the effect of reward system on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.
- v. Determine extent to which organizational resources moderate relationship between Human Resource Development mechanisms and service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.
- vi. Evaluate mediating role of technological environment on the relationship between Human Resource Development mechanisms and service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

1.4 Research Hypothesis

H0₁: Employee training has no significant effect on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

H0₂: Employee welfare has no significant effect on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

H0₃: Feedback has no significant effect on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

H0₄: Reward system has no significant effect on service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

H0₅: Organizational resources do not moderate the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

H0₆: Technological environment does not mediate the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi city county Kenya.

1.5 Significance of the Study

Several players in the fields of human resource management and national governance will find this study useful in different aspects. For instance, it will help

practitioners of Human Resource management in public institutions in identify HRD mechanisms that would facilitate in improving service delivery. The study will help policy makers in Kenyan Government in formulating and implementing policies on HRD mechanisms that will contribute towards better service delivery in state corporations and in particular Postal Corporation of Kenya.

To scholars and other researchers who would like to carry out research on HRD mechanisms, this research paper clearly and intensively shows varied HRD mechanisms as well as their resulting outcomes. It further shows how such outcomes would be of influence to the quality of services offered by an organization. Therefore, the study provides invaluable source of knowledge and information to scholars and other researchers.

To of Human Resource Management practitioners, it will facilitate in identification of the best HRD mechanisms that are associated with quality service delivery in organizations in the face of a global economy. Finally, the management of Postal Corporation of Kenya will get feedback on whether their current HRD mechanisms are likely to lead to quality service delivery and realization of the corporate goals and objectives or whether there is need to review them.

1.6 Scope of the Study

Geographically, the study focused on the head office since this is where the HRD mechanisms are formulated. The study focused on specific areas which included Service delivery in Postal Corporation of Kenya in Nairobi city county, HRD mechanisms such as: employee training, employee welfare, feedback and reward system as well as the moderating and mediating effect of organizational resources and technological environment. The study targeted a total number of 400 postal employees who included; the General Manager, middle and lower cadres of staff and 100 clients.

1.7 Limitations of the Study

For purposes of confidentiality, respondents were hesitant to offer information pertaining subject of study due to fear of victimization in case information is disclosed. This however was countered by having a letter from management

allowing researcher to carry out the study strictly for academic purpose. This calmed fears among respondents. Due to the nature of work, respondents are busy; therefore, researcher was unable to effectively collect required data in time, however this was countered by using email to collect data from respondents who were unable to create time to physically meet respondent. Respondent's movements in line with their duty could not allow them to have enough time for respondents to effectively respond to questionnaires. This challenge was overcome by researcher requesting management and in particular general manager HR to set specific time when respondents were not very busy so as to collect data. This helped to collect data as well as solve problem of busy respondents.

1.8 Organization of the Study

This study basically constitutes five chapters among which are chapter one that focus on the background of the study Within which the study looks at; service delivery, HRD mechanisms, organizational resources, technological environment, postal corporation of Kenya, statement of the problem, objectives of the study, research hypothesis, scope of the study, limitations of the study and organization of the study. Chapter two focus on literature review within which we have the theoretical review that SERVIQUAL Model, Hierach of Needs theory, Goal setting theory and Resource based theory. Chapter two also reviews on different HRD mechanisms which include; Training, employee welfare, feedback, reward system, organizational resources and technological environment. This chapters also comprise summary of literature review and conceptual framework. Chapter three was made up of the research design, target population, sample size and sampling techniques, methods of data collection, testing as well as validity and reliability of the instruments. Chapter four comprise of research findings and discussions. Finally, chapter five comprise of summary of study findings, conclusion of the study and recommendation to policy makers and for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the following areas are captured; theoretical review, empirical review, conceptual framework and an overview of literature review of the study.

2.2 Theoretical Framework

This section captures theories adopted in the study, which included: SERVQUAL model; Maslow's Hierarchy of needs theory; Goal setting theory of motivation; Resource based theory.

2.2.1 SERVQUAL Model

Parasurman et al., (1988) first developed the SERVQUAL model, which is a quality model that is also known as Rater model. The model is a method of capturing and measuring quality of service as experienced by a customer (Hannah & Peter, 2020). The model gave five dimensions that describe quality of service which include the following: reliability, assurance, tangibility, empathy as well as responsiveness, which in this case implies that there exists a gap between services offered by service providers and customer expectations. However, the model has not given out the modalities on how to ensure that services offered clients meet the five dimensions that describe quality of services. It is therefore important for services to not only be selected but also be managed with a lot of care so as to be able to maintain good reputation (Philip et al. 2015).

Brendan, Boniface, Jonas, Cyprian and Ferdinand (2014) notes that SERVQUAL allows providers with similar output to provide greater value, competitiveness, opportunities for growth in services and increase in customer satisfaction. Therefore, a better understanding of customer's perception as well as expectation is a prerequisite for delivering high quality services according to their expectation (Reman & Sabir, 2012).

According to George, Kosta and Ginnis (2016), for an organization to create customer value, service providers must ensure the kind of services they offer to clients is of high quality altogether; employees hold a stack in determining quality of

services they offer to clients, therefore a number of measures need to ensure employees are empowered enough to attend to duties with diligence remaining customer focused.

Therefore, this theory serves as the main anchor of the study by supporting dependent variable which is service delivery measured by the use of indicators such as tangibility, assurance reliability as well as empathy hence it is the main theory in this study.

2.2.2 Maslow's Hierarchy of Needs theory

This is a psychology theory introduced by Abrahams Maslow in his paper in 1943 to explain people's motivation trends. Motivation is a progressive desire to meet specific needs at different levels of urgency. Maslow ranked human needs in different hierarchical levels. He proposed that desire of individual employee is likely to progress to a need in higher rank once need at a lower level is met. Therefore, there is need for an individual in an organization to grow as well as develop. Needs at a given level of the hierarchy cease to motivate an employee once they have been met since the employee's desire progresses to the next level of unmet needs, fulfillment of needs in one level triggers a desire for higher needs. As for the lower level needs, they dominate up to a level where we consider them to have been fulfilled, hence creating room for needs in the subsequent hierarchical level to take dominance. Maslow's hierarchy is made up of five broad categorization of needs including physiological needs, need for security and safety, social and love, esteem and self-actualization (Maslow,1943).

In his paper in 1943, Maslow believed that organizations are in position to have their workers satisfied if only they keep their employees in a cohesive environment in his work. However, Maslow noted that employees not only feel less motivated to work but also feel isolated from their work environment. This in turn negatively affects organizational overall productivity through poor service delivery (Shafizal et al., 2017).

Therefore, for an organization to be able to get competitive edge against competitors through service delivery it is essential to take care of both motivators as well as demotivates of their employees. In an organization, employee motivation is generally geared towards ensuring efficiency in service delivery hence achieving set organizational goals and objectives. Motivation refers to organizational factors that prompt an individual action and behaviors to achieve certain goals. This urge results from desire to fulfill some expectations and necessities (Mullins, 2005 in Shafizal et al., 2017).

An organization motivates employees to give there best of services through rewards for effectiveness through quality service delivery in their work and possibly punishment for poor services. Depending on the nature of reward system and incentives employees receive as well as managements motives for giving them, employees will respond to their work by giving their best and being loyal to their work hence quality service delivery. However, nature of service delivery is related to employees pay yet employee may not have control of reward due to the fact that it is external (Reuben, 2017).

On contrary, motivation is not necessarily based on financial rewards, but non-financial rewards methods can as well be used to derive the best out of employees as much as individuals have their expectations it is the responsibility of management team of any organization to align its reward system in a manner that make employees motivated to give their best of services (Joko & Sri Wiwoho, 2017). This theory therefore supports independent variables which include: reward system which will be measured using indicators such as recognition, promotion as well as engagement; Employee training, measured using indicators such as duties delegation, assistant to position and committee appointment; employee welfare, measured using indicators such as associations, health centers, recreational centers and transport facilitation.

2.2.3 Goal Setting Theory of Motivation

Goal setting theory was first proposed by Locke in the late 1960's where he proposed that intentions to work a goal are a major source of work motivation. Goal

setting theory was later advanced in 1980s at a time when motivation theory focused on the need to set goal for the employees. According to Locke and Latham (1990) goals that are specific, challenging, reachable and accepted by an individual would result into high performance as compare to goals that are fuzz, challenging and not reachable neither acceptable. Therefore, goals direct attention as well as action, hence challenging goals mobilize energy, lead to higher effort and increase persistent effort. However, set goals do not work in isolation to motivate employees to work, there are other factors if well utilized hand in hand with set goals motivate employees to work.

Lock (1996) argued goals tell employee what to be done and how much effort needs to be expended. Supporters of goal setting theory where characterized by high level of motivation resulting to employee work commitment when tasked with clear, specific and detailed goal that they were supposed to meet (Davis, Song, Hayes & Fredin,2007).

Quality of services offered by an organization is likely to improve hence realization of quality service delivery in presence of set goal and objectives that employees should meet (Dan, 2014). However, Locke and Lathan (1990), notes goals only facilitate quality service delivery if employees are committed to those goal hence improvement in quality of service delivery. Goal commitment is higher in individuals who fully understand their goals, feel pressure from peers to perform well, perceive that they are able to attain their goals and believe they will be recognized and rewarded for their accomplishment.

According to Locke (1996), intention to work towards a goal is a major source of work motivation. Goals tell an employee what needs to be done and how much effort need to be expended. In his work on goal setting theory Locke further noted that employee work performance feedback increases likelihood of attaining set goals. According to Jackie, Joshua, Ian & Sema (2020) goal setting theory supports the idea that people need summary feedback comparing progress to goals in order to adjust their efforts and strategies to reach those standards or goals. However, feedback should be structured in such a manner that it simply focuses less on

diagnosing past performance and more on designing future performance and more on designing future performance. Through past performance diagnosing managers talk to employees about both nature and determinants of performance with the goal of improving future quality of service delivery.

Lock (1996) proposed that feedback does not have reinforcing properties, however it is able to cause people to challenge themselves hence making them set even more higher goals which automatically positively affects employee service delivery. A number of researchers have supported the significance of goal setting; According to Early and Stubblebine (1989), their research outcome showed that employee's performance through service delivery in United States had a positive correlation with feedback.

Process feedback and specific outcome feedback is highly effective in employee service delivery. Process feedback basically reveals how to change behavior while specific outcome feedback is concerned with why change may be necessary (Makieke, Sandra & Ben, 2018). This theory therefore supports independent variable feedback measurement by the use of indicators such as official meetings, official memos and compliments.

2.2.4 Resource Based Theory

The theory is attributed to Penrose (1959) who proposed it in the literatures management strategies to facilitate analysis of firms' market position in terms of their resources. She argued analysis of organization's market position ought to be done in consideration of its resources in totality.

According to Kulil, Ondiek and Manyasi (2019) resource-based theory majorly assumes resources of an organization as the greatest factor of success. The resources include the employees' skills that allows it to identify and maximize available opportunities hence evade risks and gain competitive advantage. Therefore, an organization is a pool of both tangible and intangible resources. This theory is basically structured around capacity of available resources human resources

included who are valuable, inimitable and non-substitutable with an aim of ensuring that an organization remains competitive (Tyson, 2006).

According to Wright (2001), an organization is able to achieve relevant and strategic behaviors through attracting human capital. This approach creates room for relevant human resource development mechanisms such as; employee training, welfare, reward, technology and feedback to be comprehensively utilized in advancing competitive edge of an organization through service delivery.

An organizations ability to deliver quality services hence gaining a competitive edge in highly competitive environment is highly dependent on resources, capabilities and their location within the organization. According to Gerald and Theodore (2021), reputation of an organization, customer loyalty, employee motivation and employee technological know-how are organizational assets that cannot be traced in the factor market. In order for an organization to be able to develop or accumulate valuable assets, this calls for investment of organizational resources. These valuable assets can provide sustained competitive edge for the organization if they are also rare, inimitable and non-substitutable (Barney, 1991).

An empirical analysis on ways through which organizations advance their competitive edge by technology acquisition in telecommunication industry shows that such as; technical position, research manpower internal characteristics of an organization and experience has an influence on its technology acquisitions. Therefore, adoption of superior technologies in terms of flexible IT infrastructure, sharing of technological knowledge, and skills are fundamental ingredients for gaining competitive advantage in delivery of quality services. Miri et al. (2014) noted that technological solutions mainly affects organizations' processes and are most suited for obtaining value and creating sustainable competitive advantage. This basically supports both mediating and moderating variables which are; technological environment, measured using indicators such as employee training on IT skills, ICT infrastructure as well as customer attraction and resources available, measured using indicators such as physical, human as well as financial resources.

2.3 Empirical Literature Review

This section mainly captured the empirical review of the study.

2.3.1 Employee training and Service Delivery

Due to challenge of technological advancement that organizations face day in day out regular training would play a significant role in minimizing such challenges. Training also plays a very significant role in ensuring quality service delivery by enabling organization to achieve its intended goal and objectives by adding value to its human resource which is key in daily operations of organization by empowering employees to utilize their natural abilities optimally for better performance through service delivery (Hannah & Peter, 2020). Similarly, career progression initiatives are taken by organizations as a way of safeguarding the future of organization and providing employees with long-term expectation of organizations in terms offering quality services into the organization's future (Cropanzano & Wright, 2001).

According to a study by Mthokozisi and Clifford (2015), there is a direct link between service delivery and employee training. The researchers examined possibility of improving employee performance through quality training and development of organizations' employees. They observed that profitability of organizations becomes the eventual outcome of quality employee development programs. Therefore, training programs and training activities in organizations need to be aligned with employees learning, attitude and behavior change due to its great impact on service delivery hence organizational growth and performance. This means that managers can have confident in their employee's hence creating room for task delegation.

Benedict and Brian (2020) notes that delegating provides learning experience and increases responsiveness and knowledge sharing amongst employees hence improvement of service delivery. Improving administrative delegation of authority basically positively affect employee's satisfaction and empowering them not to seek authorization whenever he wants accomplish a task hence affecting the quality of service delivery as well (Hamdan et al., 2015).

Study findings established that an organization could improve performance of its employees by adopting an effective system to ensure proper development and training of the employees. This can in turn lead to improvement in basic service provision to the communities. However, there is need to increase the number of employees taking part in training and development as a way of improving performance and service delivery. Study only concentrated on training and development as an independent variable hence presenting a conceptual gap that could be filled using other study variables (Mthokozisi & Clifford, 2015).

This study filled existing conceptual gap by focusing on other variables that are related to service delivery such as; feedback, reward systems, employee welfare, organizational resources as well as technological environment. Abdul (2015) conducted a study on enhancing service quality through employee training. Findings of data collected from three different sources including financial managers, supervisors, and other employees of public sector organizations in Malaysia. It revealed that training transfer is a mediating factor on the effects of employee training on service delivery. Findings illustrated management from public institution should encourage employees to implement newly acquired skills and knowledge on their daily operations within the organization to maximize return of training investment. The study applied quantitative research design through which questionnaires were used in collecting the data. This presented a methodological gap that could be addressed by doing further research using a different research design.

Kimari and Kihoro (2018) sought to examine and document the drivers of service delivery reforms within Kenya's judicial governance in their research on how employee training affects the institution's service delivery. They employed descriptive research approach to guide collection and analysis of quantitative and qualitative data. Respondents were selected through a multistage sampling approach. From the study's findings, information communication and technology as well as employee training were the main drivers of reforms in the Kenyan judicial governance. These drivers posed significant influence on service delivery at Kenya's judicial service commission.

According Kimari and Kihoro (2018) judicial service commission could not ignore the place of ICT and training because they are very critical in enhancing delivery of its services. The study presented a number of gaps that need to be addressed, for instance, the study sought to identify the elements driving delivery of quality judicial services and reforms in the commission's governance. This opened opportunity for a comparable study on different geographical or institutional scope such a study among Kenyan or international courts. This study used training and technology as its drivers hence other variables or drivers could be used.

Hannah and Peter (2020) argue employee attitude forms another critical determinant of organizations' delivery of services. Therefore, organizations should focus on creating policies that are friendly to customers and having a vision that is focused on meeting unique demands of the customers if they are to remain competitive in the market. Such policies and vision would help organizations avoid common mistakes such as assuming and taking customers for granted, expecting customers to understand industry jargons, and employee speaking fast making customers to request them to repeat. Similar mistakes include not being proactive in case of a problem, arguing with customers and lastly making judgment about their ability to pay for the services on the basis of their skills, language, and appearance. Instead, service providers should embrace best practices in customer service such as planning to deliver great customer service that communicates to customer that they value their business. Additionally, organizations can encourage their employees to make customers comfortable by simple gestures like greeting, thanking, soliciting feedback, and inviting customers to continue consuming the organization's services (Francis, 2015).

The study findings revealed positive relationship between performance management practices and delivery of services. However, this study presented a number of gaps for instance the study was purely a desk research hence a similar study could be done using other research designs. The research also recommended the need to include mediate and moderating variables in a comprehensive study of service delivery as a dependent variable of performance management practices (Hannah & Peter, 2020).

2.3.2 Employee Welfare and Service Delivery

Mwaniki et al. (2020) undertook a research on effects of employee welfare on employee commitment at Kenya's judicial service commission. Questionnaires were developed and used to collect data. They sampled 213 respondents out of 412 employees from target population in which descriptive study was undertaken. They noted that employees' motivation to work tend to decline due to inadequate incentives such as retirement plans, health benefits, and other programs aimed at ensuring welfare of the employees. They observed that employees' commitment also declines with negative effects on the institution's service delivery in absence of sound strategies to enforce employee welfare. The study highlighted that there has been a declining trend commitment levels among employees working in constitutional offices in Kenya. The trend was associated with disproportional pay and rewards.

According Mwaniki et al. (2020) to their findings, employee welfare in Kenyan judicial services commission accounts up to 98% of change in level of their employees' commitment.

The study presented methodological gap to be filled by using other forms of research design since it used descriptive research design. The study also carried out in judicial service of Kenya hence presenting contextual gap to be filled by carrying a similar study in other sectors as well as other countries. This study sought to examine effect of employee welfare through on service delivery in Postal Corporation of Kenya in Nairobi County.

Muruu et al. (2016) adopted descriptive research approach to study employee welfare programs and their impact on employees' satisfaction in public institutions. They sampled 137 respondents from a total of 213 individuals employed by the public service commission. Data collection was done through questionnaires containing closed and open-ended questions. Research findings revealed that compensation programs, safety and health programs had an effect on satisfaction levels of the employees. The study presented a gap that could be addressed by doing further study using other factors that affect employee satisfaction. This study also presented contextual a gap that could be filled by carrying out a comparable study in

different settings like the current study is doing in postal corporation of Kenya. It further presented a gap in the methodology since it used a descriptive research design hence other research designs could be used to fill this gap.

Another study by Jayanthi and Ilangovan (2019) sought to find out how organizations in the private sector practice employee welfare in relation to the employees' level of awareness and satisfaction with the same. The welfare was considered in terms of different measures put in place by the organizations to take care of the employees' routine needs like medical needs and physical amenities among others. Findings showed high level of satisfaction among the sampled employees, predicting significant link between good employee welfare programs and their satisfaction. However, this study sought to enhance this knowledge by examining the effect of employee welfare through health centers on service delivery in Postal Corporation of Kenya in Nairobi County.

Agusioma et al. (2019) undertook a study on staff welfare programs and performance of employees of Kenya's Public Service Commission. They focused on the commission's medical insurance plan, compensation strategies, benefits and allowances to employees, and the retirement benefits. The study adapted descriptive survey approach in which 141 respondents were sampled to facilitate answering of the research questions. Study findings revealed a significant and positive effect of the staff welfare on performance of the employees. However, it presented a gap since it was specifically done in the Kenyan context hence further study could be done in other countries as well. The study explored on staff welfare and employee performance hence presenting a conceptual gap that could be filled using other relevant variables. This study filled the conceptual gap by using service delivery other than employee performance.

Waititu et al. (2017) also studied employee welfare programs and their performance in the context of Kenya Railway Corporation. They focused on the corporation's remuneration policies, referral scheme, training and development, succession plans, and occupational health. They used semi-structured questionnaires to collect primary data from 172 respondents who were sampled from 1720 employees of the Corporation. Findings revealed that the five variables of employee welfare programs

had an effect on performance of the employees. Remuneration policies had the strongest positive influence then occupational health, which had a positive but weak influence. Similarly, the corporation's training and development programs weakly but positively influenced performance of the employees. However, employee referral schemes showed a weak negative influence whereas succession plan was established as the weakest and negatively influential factor on performance of the employees. This study was basically done on a single corporation which is Kenya Railway Corporation hence a similar study could be carried out in other institutions.

Muruu, Were and Abok (2016) in their research on effects of welfare programs on employee satisfaction in the public sector: A case of the public service commission, where they sought to establish the effect of welfare programs on employees' satisfaction in public service commission in Kenya. Descriptive research design was adopted in this study with a population size of 213 employees in the public commission and a sample size of 137 from the population. Questionnaires with both closed and open-ended questions were used for purposes of data collection. Researches established that the effect of compensation programs, safety and health on employee's satisfaction in public sector with the findings showing that workers compensation programs, safety and health programs to have an effect on employee satisfaction. This study was carried out in public service commission hence giving room for a similar study to be carried out in other sectors other than the public service commission.

2.3.3 Feedback and Service Delivery

According to Jackie et al. (2020) employees, with specific reference to those in managerial positions, tend to be inspired by feedback that are aimed at improving future actions instead those that are more concerned with past performance. The finding originated from study whose objective was to explore the feasibility of using future-focused feedback to inspire employees into greater performance. The study took a role-playing approach where the sampled managers undertook different performance review sessions to get feedback from one another. However, most of the participants appeared to defend themselves from negative feedback on their past performance and such review generated greater disagreement about the past

performance rather than inspiring them to improve their performance (Jackie et al., 2020). Therefore, the authors suggest that employees would be more motivated to improve their performance in delivery quality services by feedback that is addressing future actions instead emphasizing the employees' previous performance.

Petra, Joris and Johan (2020) undertook a study on citizens' perception of private and public organizations' failure to deliver quality services. They sought to evaluate the perception of citizens towards failing service delivery by both public as well as private organizations. They did a survey experimentation that sampled 2,623 Dutch citizens. According to their findings, citizens tend to be lenient towards underperforming private organizations than the public ones. However, most the respondents with this perception also preferred receiving services from private organizations. As such, several biases inform the citizens' perception of service delivery by public organizations. The insights gained from the study was very important to this study as it sought to explore mediating role of feedback on interaction between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi County.

Ashen, Xolelwa and Anis (2017) investigated the extent to which service delivery affects customer satisfaction among citizens of South Africa in the province of Ford-Gauteng. They aimed at getting a feedback on how delivery of quality services affects customer satisfaction in the company. In addition to identifying customer service as an area on which Ford boost its brand image, the study revealed that the company had great potential to increase quality of its services and further expand its market share. More significantly, the study observed that Ford has great potential of topping the automotive market in the number of vehicles it sells. The study was carried out on Ford-Gauteng province in the Republic of South Africa presenting a contextual gap that could be filled by carrying out a similar study in a different company as well as different country. Similarly, this study sought to determining how feedback moderates the influence of HRD mechanisms on delivery of quality services at the Kenya's Postal Corporation.

2.3.4 Reward System and Service Delivery

Non-monetary rewards such as opportunity for employees' autonomy, professional development, work flexibility, and recognition by the employer can potentially motivate employees into commitment and loyalty to their work, hence better service delivery. Incentives provision greatly influence employee enhancement as well as service delivery; the effective and efficient delivery of services is more prevalent in organizations that have adopted incentive scheme provisions as well as work ethics (Owsu, 2017).

Jacqueline et al. (2020) studied the impact of reward system on organizational performance at Brentwood supplier Ltd. They explored the level to which the company's reward systems affect performance of its employees. It started by examining the extent to which the company's reward system was effective and possible link between employees' performance and its reward system. Findings of the study carried out from a sample size of 30 employees out of 50 employees revealed the need to revise the Brentwood suppliers' reward system since it is ineffective. However, it established statistical link between the organization's reward systems and performance of its employees.

Alshammari (2016) carried out an exploratory study to determine the extent to which reward influence employees' commitment to deliver quality services within Government institutions. He sought to examine the role of rewards on the performance of customer service within government institutions in Saudi Arabia. The researcher explored Saudi Arabia's wage system adopted from the traditional structure focusing on the employees' seniority and grades instead of their performance. The study noted that such wage system is unlikely to motivate employees to be productive and efficient. This study presented contextual gap since it was carried out in Saudi Arabia context hence a similar study could be done in other countries as well. The study explored on performance of customer service hence presenting a conceptual gap that could be filled using other study variable. The current study addressed conceptual gap by focusing on other variables that could affect service delivery such as: feedback, reward system, employee welfare, organizational resources and technology.

Belachew (2019) in a study on reward system and how it affects work motivation of employees examined the relationship between the two variables in the context of hotel industry. Findings from this study revealed a statistically significant and positive effect of reward system within the hotel industry and motivation of the employees. The study showed that quality of services delivered by employees significantly depends on the hotels' work condition, work content, recognition, promotion, and other benefits directed towards motivation of the employees.

In a similar study by Mwaniki et al. (2020) at Kenyan judicial service commission to examine possible link between the commission's employee welfare programs and their delivery of services, employee welfare was established to explain up to 98% of the change in the level of employees' commitment. This was achieved through a descriptive approach through which data collection was done by the use of questionnaires. In addition, reward systems help in realization of the organization's objectives and goals; it acts as a powerful tool towards increasing efficient delivery of services by the employees.

Ndungu (2017) carried out a study on how employee recognition and reward affect public educational institutions' performance. He sought to ascertain the extent to which the two variables affect Kenyatta University employees' performance. The variables were explored in the context of other variables like leadership styles. Descriptive research design was adopted to carry out the investigation. Key finding from the study pointed to a positive and significant statistical influence of employee recognition and reward on level of their service delivery. However, job security, salaries, and fringe benefits were weakly linked to employees' performance hence causing dissatisfaction and affecting employee performance through service delivery. Teamwork, participation as well as communication was also said to be low. However, the study failed to include other factors that could influence the level of service delivery.

Hammad (2016) studied employee reward in relation to its influence on the employees' performance in delivering quality services to customers within government institutions. He sought to make an exploration of reward and performance by correlating Saudi Arabia government institutions' employee reward

practices and their corresponding performance index. Employee reward was mainly considered in terms of the institutions' pay structures. According to the study, public institutions find it more challenging to inspire better performance from their employees through performance related rewards compared to their private peers. For instance, World Bank considers pay structure and other traditional reward models used by public institutions as dysfunctional and bureaucratic.

2.3.5 Organizational Resources and Service Delivery

The availability and quantum of resources at an organization's disposal in terms of; qualified personnel, physical resources as well as other relevant organizational materials greatly moderate the relationship between HRD mechanisms and service delivery (Azerikatoa et al., 2019). According to Onaiza et al., (2021). In a study on barriers and drives to service delivery in global mental health project, they sought to identify implementation factors influencing mental health service delivery. A quantitative research was carried out, with semi- structured interview schedule being used to guide interviews. The findings showed that lack of appropriate human resource and expertise for service delivery, difficulties integrating service with existing mental health system to be some of the barriers to service delivery. This study therefore examined moderating role of organizational resources such as human resources on relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi County.

According to Kolil, Ondiek and Manyasi (2019) Organizational resources are the ultimate source of competitive advantage. In their study on effects of resource allocation on service delivery in county governments in the North Rift - Kenya, they sought to explore the effect of resources allocation on service delivery in county Governments. Quantitative survey design was used with data collection being done using self-administered questionnaires. Study findings drawn from a sample size of 333 employees in charge of implementing the county's strategic plans revealed that resources allocation moderately influence delivery of services within the county. This study further examined moderating role of organizational resources such as human resources on the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi County.

2.3.6 Technological Environment and Service Delivery

In the current market, technological environment plays a very significant role and more so service administration. In line with this, Postal Corporation whose main mandate is geared to words offering various services both locally and internationally to its esteemed customers has also ventured in the use of ICT as a way of improving on the quality of their services (Grace & Makori, 2016).

Alalie, Harada and Idris (2018) used a resource-based view to study the feasibility of improving organizations' competitive advantage through ICT as a critical resource. They generally aimed at identifying the role of ICT in creating a sustainable competitive edge among organizations. Following literature review the study noted that one cannot easily identify the place of ICT in boosting organizational performance and competitive advantage because of the speedy technological adjustments in the current societal set up. The study presented a conceptual gap that could be filled using other study variable that is relevant to the study area. The study presented a gap in the industrial context given that it took a general view of all organizations. Hence, a similar study could be done by narrowing down to specific organization. The current study addressed both the conceptual and contextual gap by exploring on service delivery as a variable and narrowing to carry out the research in Postal corporation of Kenya.

According to Jacki et al. (2015) who researched on the role of information technology in delivery of quality services, several technological applications are being developed to facilitate service delivery in almost all industries. The researchers sought to explore the specific roles of ICT in delivery of different services. Their findings revealed that different players in various industries such as tourism, urban development, media production, wearable IT, automobiles, and even governments among others are developing technological applications to facilitate delivery of their services. This has led to notable innovations and paradigm shifts in communication, productivity, safety, and ICT usage across all sectors.

While researching on how delivery of judicial services in Kenya is influenced by employee training, Kimari et al. (2018), included technology as an independent variable. They sought to establish how training of employees on IT skills influenced

service delivery in the Judicial service delivery in Kenya. Their findings showed that technological advancements positively affect service delivery at the Kenya judicial service commission.

Alyson and Noam (2019) in a study on mindful bridging of the technological gap in the traditional mediation process, they advocated for intentional integration of relevant technologies to enhance traditional meditation approach. They noted that this approach has always been done in-person and suffers the absence of technological enhancement. They suggested that failure to consider the possible technological gaps discredits mediation as a career to the future generation of mediators and clients. Additionally, it denies this ancient approach the excellent opportunities of improving its processes.

Adekunle et al. (2013) studied the integration of ICT to facilitate delivery of insurance services and its impact on insurance firms' performance within the Nigeria market. A survey research design was adopted since the study intended to cross-examine the variables by engaging 112 respondents. Study findings established low usage of online insurance services among most customers despite substantial efforts that have been spent by the insurance firms to create awareness among the consumers in Nigeria. However, a good number of the firms reported that adoption of ICT in the delivery of their services have brought about greater efficiency and improved performance in terms of service delivery. The study suggested the need for insurance administrators as well as every stakeholder to seek viable means of improving ICT integration for efficient delivery of insurance services. The study also pointed out the need for the firms to optimally invest in the technological solutions and continuously evaluate their ICT usage to guarantee ongoing delivery of quality insurance services.

According to Grace and Makori (2016), technological infrastructure holds a critical position in determining the efficiency of services transfer through information processing. If there is good quality of ICT infrastructure put in place within an organization this will be counterproductive when it comes to efficiency of service delivery hence ensuring quality service delivery. Hence, individual employee's interaction with relevant technologies within an organization has an effect on the

level of service delivery. Therefore, organizations should ensure that their employees' access and use every relevant technological knowledge for their daily operations (Daisy and Reuben, 2020).

2.4 Summary of Literature Review

This chapter reviewed the literature that presented the gaps that the study investigated as illustrated in table 2.1 below. The literature review was presented according to study's specific objectives. The review showed how each of the HRD mechanisms adopted in the study is important in ensuring that an organization gains competitive edge through service delivery in ever fluctuating and highly competitive business environment.

Table 2.1: Summary of Literature review and study Gaps

Author(s)	Focus of the study	Key findings	Existing Gaps	Focus of the current study
Daisy and Reuben (2020)	Knowledge management and Delivery of services at Oxfam international	The organization's Knowledge management practices are significantly linked to the quality of its services.	The study did not consider the use of other variables that are directly related to knowledge management practices and service delivery hence presenting a conceptual gap.	The study will focus on other variables which include: technological environment, organizational resources, reward system, feedback and training.
Hela, Yoshifumi and Idris (2018)	Role of a resource-based view and information technology to	Understanding and use of IT may enable fundamentals to be created	The study focused on a resource-based view on how IT creates	This study will evaluate how technology moderates the relationship

	create competitive advantage of organizations.	so as to sustain competitive advantage. IT plays vital role in the world.	sustainable competitive advantage to improve organizations hence living conceptual gap to be filled using other variables.	between HRD mechanisms and service delivery in Postal corporation of Kenya in Nairobi County.
Philip, Gorrety and Samuel (2015)	Public universities' work environment and their delivery of academic services in Kenya.	Work environment pose significant effects on employees' delivery of quality services.	The study presents a contextual gap as it was only carried out, on public universities in Kenya.	This study will determine the effect of HRD mechanisms on service delivery in Postal Corporation of Kenya in Nairobi county.
Onaiza, Tarik, Grace, Georgina, Srividya, Julian, Mary and Jill (2021)	Focuses on implementation of mental health service delivery.	Recruiting local providers and utilizing mental health often leads to reduced workforce burden and delivery of quality mental health services.	The study presented a gap by living a chance to carry out a similar study on other forms of services other than mental health services	This study will focus on service delivery in Postal corporation of Kenya in Nairobi county.
George, Kosta and Giannis (2016)	Focuses on the effectiveness of the service delivery system and re-examines its influence on customers perceived	Results showed positive influence of three variables on perceived service quality (role performance, effectiveness	Presented a gap in its conceptual framework of the investigation and particularly with its relatively	This study will focus on finding out the effect of reward system on service delivery in postal corporation of Kenya in Nairobi

	service quality.	of coordination and effectiveness of process control). However, employee adaptability was not found to be significant	limited breadth. The study also did not distinguish between high contact and low contact services.	county.
Mthokozis and Clifford (2015)	Focuses on the relationship between the quality of employee training and development on service delivery in a selected municipality.	An effective system is need to ensure proper development and training of employees. This eventually leads to enhanced delivery of services by the employees.	Study only concentrated on training and development as an independent variable hence presenting a conceptual gap that could be filled using other variables.	Current study will fill the existing gap by focusing on other variables that are related to service delivery such as; feedback, reward systems, employee welfare, organizational resources as well as technological environment.
Hammed (2016)	Employee reward and service delivery within public institutions in Saudi Arabia.	Employee reward and other incentives bring about greater commitment among employees to better service delivery in the public institutions.	Study only focused on reward on the performance of customer services in Saudi Arabia hence presenting a contextual gap	Current study fills the gap by using other variables and focusing in Postal corporation of Kenya.

Morten and Anders (2018)	The fall of postal services in Denmark due to digital or technological disruption.	Number of letters has decreased steeply in Denmark.	Study was only done in Denmark hence presenting a contextual gap.	Study fills the gap by exploring service delivery in postal corporation of Kenya.
Jacqueline, Chine, Crispin and Dennis (2020)	Explored the impact of reward systems on employee performance at Brentwood supplier limited in Lusaka, Zambia.	Rewards have an impact on the performance of the organization.	Study concentrated on reward systems in Zambia hence presenting a contextual gap.	The study fills the contextual gap by exploring on other variables in addition to reward system and in Kenya.
Muruu, Were and Abok (2016)	Explored the effect of welfare programs on employee satisfaction in the Public sector, in Kenya.	Compensation programs and safety and health programs have an effect on employee satisfaction.	Study was carried out in public sectors in Kenya hence presenting a contextual gap that could be filled by exploring the same in other sectors or country altogether. Descriptive research design was adopted in this study presenting methodological gap to be filled using alternative research design.	The current study fills the contextual gap as well as the methodological gap by carrying out a study in postal corporation of Kenya and using quantitative research design.

Kairany and Bett (2018)	Focused on evaluation of competitive advantage on performance of postal corporation of Kenya.	Quality of services increase competitive advantage and performance.	Study only concentrated on competitive advantage and performance hence presenting knowledge gap that could be filled using other variables.	Study will fill the knowledge gap by exploring on HRD mechanisms and service delivery.
Mwaniki, Njunguna and Gakobo(2020)	Effects of employee welfare are on employee commitment at Kenya's Judicial service commission.	Employee welfare explains 98% of the change in the level of employees' commitment.	Presented a methodological gap to be filled by using other forms of research design since it used descriptive research design. The study carried out in Judicial service of Kenya hence presenting a contextual gap to be filled by carrying a similar study in other sectors as well as other countries. Corporation of Kenya in Nairobi County	This study seeks to examine the effect of employee welfare through on service delivery in Postal hence filling the contextual gap. The study also fills the methodological gap by using a quantitative research design.

Alshammari (2016)	Employ rewards and public sector performance in the delivery of services.	Greater efficiency and productivity results from performance-based pay structure instead of traditional pay structures.	Presented a contextual gap since it was basically carried out in Saudi Arabian context. Also presented a conceptual gap that could be filled using other study variables.	Current study addresses the conceptual gap by focusing on other variables that could affect service delivery such as: feedback, reward system, employee welfare, organizational resources and technology.
Ausioma, Nyakwara and Mwiti (2019)	Influence of staff welfare on employee performance at public service commission in Kenya.	Staff welfare is positively and significantly affecting employee performance.	Used staff welfare and employee performance as variables hence presenting conceptual gap to be filled using other variables. Study also presented a contextual gap since it was done in Kenyan context hence the same can be carried out in other countries.	Study addresses the conceptual gap by using service delivery as a dependent variable other than employee performance.

2.5 Conceptual Framework

This area shows a conceptual frame work that has been developed from the literature reviewed above as shown in Figure1.1 below which is a conceptual model that shows the relationship between independent variables, moderating variable,

mediating variable and the dependent variable of the study as reviewed in the literature.

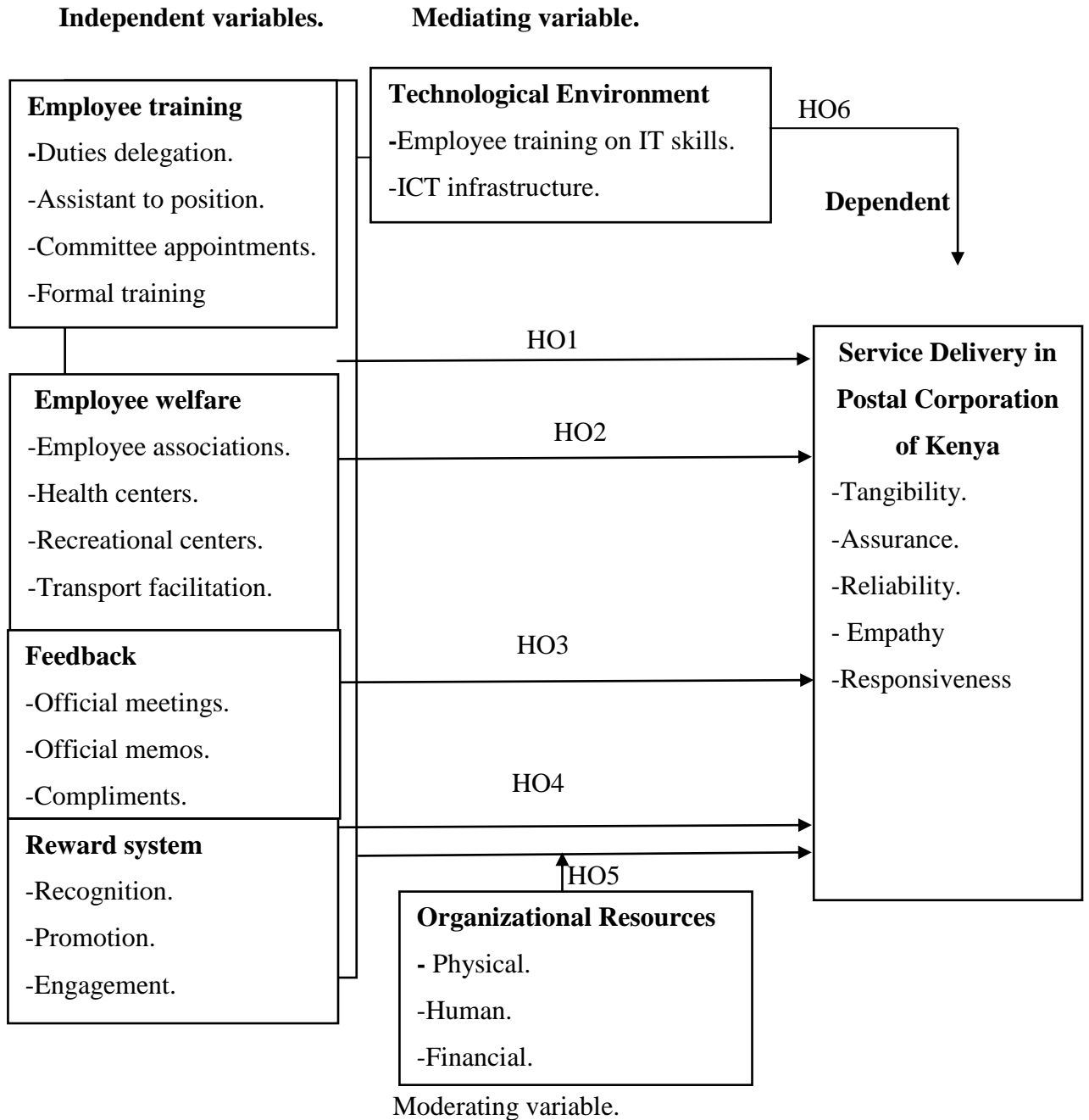


Figure 2.1 Conceptual Frameworks.

Source: Researcher, (2025).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher presents research methodology that was utilized to achieve research objectives. The researcher discussed research philosophy; research design; empirical models; test for moderation and mediation relationships; operationalization and measurement of study variables; target population; sampling size and sample techniques; data collection instruments; data collection procedure; data analysis and presentation techniques; pilot study; testing for validity, reliability, normality, multicollinearity and test for homoscedasticity; ethical issues.

3.2 Research Philosophy

Saunders, Lewi and Thornhill (2009) described research philosophy as a system of beliefs as well as assumptions regarding knowledge development. This research was directed by positivism research philosophy paradigm. Jary and Jarry (1991) attributes the doctrine of positivism to the father of sociology, August Comte. It acknowledged scientific knowledge as the only true knowledge. This kind of knowledge explain and describe succession and co-existence of visible entities. According to Saunders et.al (2009), positivism refers to a philosophical viewpoint on the natural science which also generates law-like generalizations through manipulation of visible realities of social environment.

In accordance to Crotty (1998), Positivist is basically a scientific empiricist method structured to yield pure data and facts with ought any influence by human interpretation or bias. Positivism focuses on clarification of a phenomenon as objectively observed in the field hence giving a base for both prediction and generalization.

3.3 Research Design

The study used a descriptive cross - section research design. Descriptive study a study in which information is collected without changing the environment or manipulation also referred to as correlational or observational studies. Descriptive

research can be explained as a statement of affairs as they are at present with the researcher having no control over variable (Aggarwal R. & Ranganathan P., 2019).

According to Sandra L. and Siedlecki (2020) the purpose of descriptive studies is to describe individual events or conditions by studying them as they are in nature. Researcher does not manipulate any of the variables but rather only describes the sample and variable. It looks at characteristics of a population, identify problems that exist within an organization or look at variations in characteristics.

A cross-sectional study are observational studies that analyze data from a population at a single point in time. A cross-sectional study also known as prevalence or transverse study uses a snapshot of participants beliefs, behaviors or other variables of interest of a study population such as a group of individuals at a specific point in time (Maier C., Thatcher J.B, Grover V. & Yogesh K.,2023).

Raimundo J.Z., Echeimberg J.O and Leone C. (2018) notes that cross-sectional data improve credibility by reporting research in detail and transparently. Cross-sectional studies have their great use in descriptive studies, beyond description of phenomenon, cross-section design is useful in studies that investigate causal and effect relationships, which seek preliminarily to analyze relationships between determinants and what their consequences are or their outcomes.

When data is analyzed only to determine distribution of one or more variables these are descriptive, however when cross-sectional study is done the relationship between presence of an exposure and that of an outcome is also assessed (Sandra L. & Siedlecki , 2020).

3.4 Empirical Model

This section presented empirical model of the study, which was used to predict effect of the independent variables of the study on the dependent variable. This study adopted use of multiple regression models due to its appropriateness in testing effects of group independent variables (Mbwesa, 2006). The study adapts multiple regression models to predict effect of HRD mechanisms such as: training, welfare, feedback and reward system on service delivery in postal corporation of Kenya in

Nairobi County as well as technological environment mediation role and resources availability moderation role in service delivery. The study adopted the following model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots \text{model 3.1}$$

Where:

Y = Service delivery

α = Constant (intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficient for the independent variables

X_1 = Training

X_2 = Welfare

X_3 = Feedback

X_4 = Reward system

ϵ = Error term

The error term used above was used as the basis to regulate the correlation between the study variables.

3.4.1 Test for Moderation

To test the moderation effect of organizational resources on service delivery in Postal Corporation of Kenya in Nairobi County, a multiple regression analysis was adopted in this study. This enabled to decide on whether to accept or reject H_0 which states that organizational resources do not moderate the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi County.

$$Y = \alpha + \beta_5 X + \beta_6 X_5 + \epsilon \dots \dots \dots \text{model 3.2}$$

Where:

Y = Service delivery

X = HRD mechanisms

X_5 = Organizational Resources

For purposes of establishing the outcome of the moderating variable on the independent variable as well as the consequences of the dependent variable of the study model 3.3 was used.

$$Y = \alpha + \beta_7 X + \beta_8 X_5 + \beta_9 X * X_5 + \epsilon \dots \dots \dots \text{model 3.3}$$

Where:

Y = Service delivery

X = HRD mechanisms

X₅ = Organizational resources

This model was based on the condition that organizational resources was significant if presented in model 3.1 which is the initial state of information in which variables are to be considered (Baron & Kenny, 1986). In addition, model 3.2 was also assessed so as to establish moderating outcome of organizational resources and HRD mechanisms. In an event whereby the constants in model 3.2 are not significant whereas organizational resources happen to remain significant, this implies that there was no moderation, hence organizational resources remained to be an explanatory variable.

Table 3.1 Decision making criteria for the Moderator

Model No.	Model	Test criteria	Conclusion
3.1	-	-	-
3.2	$Y = \alpha + \beta_5 X + \beta_6 X_5 + \epsilon$	<p>If β_5 is significant ($p \leq 0.05$)</p> <p>If β_6 is significant and β_9 ($p \leq 0.05$)</p> <p>If β_6 is insignificant ($p \geq 0.05$)</p>	<p>Implied that there exists a moderation relationship. This implied that organizational resources are simply an explanatory variable.</p> <p>This implied that organizational resources can be used as a moderator.</p>
3.3	$Y = \alpha + \beta_7 X + \beta_8 X_5 + \beta_9 X * X_5 + \epsilon$	<p>If β_5, β_8 and β_9 are significant ($p \leq 0.05$)</p>	<p>It implied that then organizational resources have a significant moderation effect.</p>

(Source: Researcher, 2025)

If it happens that there was a significant moderation effect, then table 3.1 shows that β_9 , of the connection point HRD mechanisms *(Organizational resources) controlled characteristic 3.3 yielded an influence and supported the moderator.

3.4.2 Test for Mediation

For purposes of testing for effect of mediation variable in the study, a four-step regression model was adopted recommended by Baron and Kenny (1986). In an event whereby the relationship between HRD mechanism and service delivery was completely mediated by the technological environment then the footpath on the equivalent variables was zero. In case it happened that the footpath was such a manner that its far from zero, then this showed that there existed no mediation between HRD mechanisms which was the independent variable, technological environment which was the mediating variable and service delivery which was the dependent variable of the study as shown in figure 3.1 below. This examination was critical in giving us direction in relation to the hypothesis H_{06} which stated that Technological environment does not mediate the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya in Nairobi. Figure 3.1 shows the mediation footpath between the dependent and independent variables.

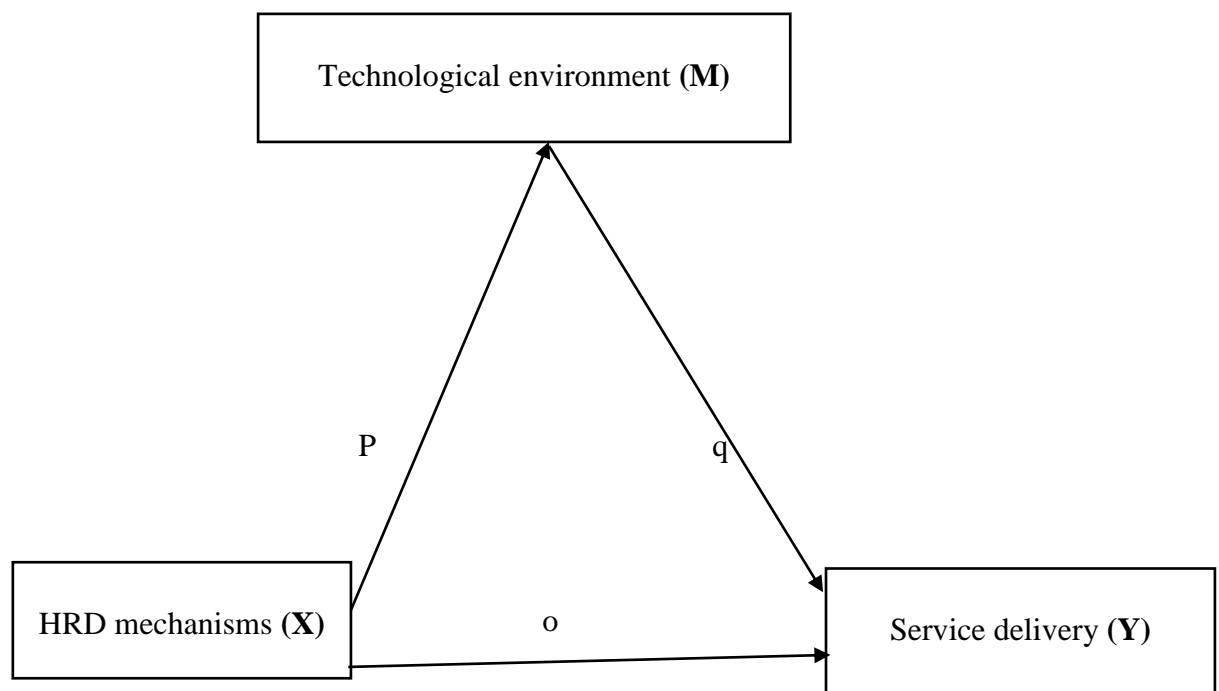


Figure 3.1 Base model analyzing Mediation

(Source: Researcher, 2021)

The analysis of the mediation variable was adopted from Byron and Kenny (1986), this enabled the study to find out if there existed any level of significance by any of the three footpaths indicated as p, o and q as shown in figure 3.1 whose results helped in making the conclusion on the mediation effect. The assumption on whether technological environment had a mediation effect on HRD mechanisms and service delivery was done using four step by step models namely 3.4, 3.5, 3.6 and 3.7:

Model equation for HRD mechanisms (X) estimation

$$Y = \alpha + \beta_1 X + \mathcal{E} \dots \dots \dots \text{model 3.4}$$

Model equation for technological environment (M) predicting Y

$$Y = \alpha + \beta_2 X + \beta_3 M + \mathcal{E} \dots \dots \dots \text{model 3.5}$$

Model equation for technological environment (M) predicting independent variable

$$M = \alpha + \beta_3 X + \mathcal{E} \dots \dots \dots \text{model 3.6}$$

Model equivalence of HRD mechanisms(X) plus M Estimating Y

$$Y = \alpha + \beta_4 X + \beta_5 M + \mathcal{E} \dots \dots \dots \text{model 3.7}$$

Where:

Y = Service delivery (dependent variables);

X= HRD mechanisms (independent variables);

M= Technological environment (Mediating variable);

$\beta_1, \beta_2, \beta_3, \beta_4,$ and β_5 = the parameters for estimating \mathcal{E} ;

\mathcal{E} = error term

Table 3.2 is a summary of the criteria used to determine the mediation effect of technological environment after interacting with HRD mechanisms and Service delivery.

	Estimation parameter for ϵ	Out come	Conclusion
One	β_1 β_2 β_4	Significant ($p \leq 0.05$). Significant ($p \leq 0.05$). Insignificant ($p \geq 0.05$) and β_1 significant ($p \leq 0.05$).	Complete mediation
Two	β_1 β_2 β_4	Significant ($p \leq 0.05$) Significant ($p \leq 0.05$). Significant ($p \leq 0.05$) but $< \beta_1$ and β_5 Significant ($p \leq 0.05$).	Incomplete mediation.
Three	β_1 β_2 β_4	Significant ($p \leq 0.05$). Insignificant ($p \geq 0.05$). Significant ($p \leq 0.05$) and equivalent to β_1 and β_5 is insignificant ($p \geq 0.05$).	No mediation.

Adapted from Baron and Kenny's (1986)

3.5.1 Measurement and Operationalization of Study Variables

The table 3.5 below gives contextual definitions of study variables and the nature of their measurement scale which was used to give an estimation of each of the variables.

Table 3.3: Operationalization and measurement of the study variables

Nature of Variable.	Variable	Indicators	Operationalization	Type of scale	Measurement criteria in the questionnaire
Dependent	Service delivery	Tangibility. Assurance. Reliability. Empathy	A state of employees being able to serve clients or customers with understanding. Customers having confidence in the service providers and services provided. Customers being able to have trust on services provided. Service providers able to understand their client's needs.	Ordinal	Appendix1, Section B, Question 5.
Independent	Training	Duties delegation	Giving an employee's responsibilities meant to be done by their seniors to enable them learn and acquire new skills	Ordinal	Appendix1, Section C, Question 6.

Independent	Employee welfare	Employee associations Health centers. Recreational centers. Transport facilitation.	Being members of relevant trade unions. Health facility was employee's health is taken care of. Facility was employees can be able to spend their leisure time. Taking care of employees' movement expenses. Formal gatherings. Formal memorandum. An expression of encouragement.	Ordinal	Appendix1, Section D, Question 7.
Independent	Feedback	Official meetings. Official memos. Compliments.		Ordinal	Appendix1, Section E, Question 8.
Independent	Reward system	Recognition. Promotion. Engagement	Honoring employee's effort. Advancement in rank. Giving employees tasks to perform.	Ordinal	Appendix1, Section F Question 9.
Moderating	Organizational resources	Physical. Human. Financial	Involves the material world. Involve the human beings. Involves money.	Ordinal	Appendix1, Section G, Question 10.

Mediating	Technological environment	Employee training on IT skills. ICT infrastructure.	Equipping employees with ICT skills through training. Customer attraction. Basic ICT facilities, services, and installation. Making customers believe that the services offered are the best and they cannot get the same elsewhere.	Ordinal	Appendix 1, Section H, Question 11.
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(Source: Researcher, 2021)

3.6 Target Population

In the context of research approach, target population refers to a whole membership of an entity or individuals, objects, or events with some homogenous traits of which a researcher is concerned (Mugenda & Mugenda, 2003). The target population in this study included postal employees in Nairobi county serving in eleven major departments namely; corporate communication directorate, courier and parcels directorate, internal audit and risk directorate, ICT directorate, finance service directorate, HR directorate, mail services directorate, payment service directorate, legal service directorate, supply chain directorate, security and compliance directorate with a total number of 300 employees and 100 postal clients were targeted in the study.

Table 3.4 Target population.

C/NO	Specification	Number	Percentage
1	Employee	300	75%
2	Clients	100	25%
Total		400	100%

(Source: Researcher, 2025).

3.7 Sample Size and Sample Techniques

From a target population of 300 employees and 100 clients making a total target population of 400 respondents, 60% respondents were sampled using simple random sampling technique to select specific respondents, which translates to 240 respondents in total. Mugenda and Mugenda (2003) indicates that a researcher may use at least 10% sample size, never the less a higher percentage of sample size is considered better due to the fact that it would give a more representative result. The larger the sample size the surer a researcher would be of the answer's true reflection of the population (Ahmad, Alenge, Ali & Nawi, (2011).

Table 3.5 Sample size

Specifications	Population	Sample Ratio	Sample size	Percentage
Employees working in Corporate communication and Payment services	50	0.2	30	12.5%
Courier and parcels directorate	50	0.2	30	12.5%
Internal audit and risk directorate	12	0.2	20	8.3%
ICT and Finance service directorates	20	0.2	12	5%
HR and Mail service directorates	24	0.2	15	6.2%
Legal service and Supply chain directorate	36	0.2	21	8.7%
Security and compliance directorate	20	0.2	12	5%
Clients	166	0.2	100	41.6%
Total			240	100%

(Source: Researcher, 2025).

3.8 Data Collection

3.8.1 Research Instruments

Johnson et al. (2020) described data collection as systematic measuring and gathering of the required information to give answers to specific research questions, test hypothesis as well as evaluate its outcome. This study used structure questionnaires in the collection of primary data through closed and open-ended questions. Carrie (2008) notes that questionnaire is a set of questions for gathering information from individuals.

This study adapted use of questionnaires because questionnaires are cheaper, easy to administer and free from bias of interviewer since answers are in respondent's own

words (Kothari, 2006). According to Mugenda, (2003) use of questionnaires enhances level of accuracy, clarity, dependability and adequacy to administered instruments. Close ended questions give researcher opportunity to get more structured responses which facilitate quantitative analysis, testing of hypothesis and making conclusions on outcome of study. In contrast, open-ended questions in questionnaires enable researcher to be able to get more information that is not captured by closed ended questions. Research assistants are given training on how to administer semi-structured questionnaires.

The questionnaires comprise four sections. Section A comprise of general information about respondent; section B contain information concerning employee training and service delivery in Postal Corporation of Kenya; Section C entail information concerning employee welfare service delivery in Postal Corporation of Kenya, Section D entail information concerning feedback and service delivery in Postal Corporation of Kenya Section E entail information concerning reward system and service delivery in Postal Corporation of Kenya.

3.8.2 Data Collection Procedure

Data collection procedure is a precise, systematic way of gathering relevant information to a given research problem (Bichi, Embong, Supie, Nor'Aida & Diah, 2019). Upon approval by the Graduate School Kenyatta University, the researcher requested NACOSTI for data collection permit. Permission also was obtained from PCK and respondents were guaranteed of their confidentiality. The questionnaire was designed by use of user-friendly Microsoft Word program to facilitate completion process by respondents. Structured questionnaire consisting of closed and open-ended questions were employed to facilitate collection of required data.

The same were distributed to sampled respondents and picked after five days from PCK HRM department clerk. This approach is intended to enhance level of accuracy, clarity, dependability and adequacy to administered instruments Mugenda, (2003). Respondents were not required to write their names to avoid victimization; however, they were expected to write their gender for purposes of data analysis.

Data collected was transferred to both Microsoft excels and SPSS for purposes of data analysis.

3.9 Testing for Validity

Haradhan (2017) argues that validity is the degree to which a research study is able to measure what it is meant to measure; validity is concerned with what an instrument measures as well as how best the instrument does so. Validity gives an explanation of how well the collected data covers the actual area of investigation (Hamed, 2016) Kelly in the year 1927 formulated the concept of validity by stating that a test is valid if it measures what it claims to measure, hence its concern is if the questionnaire is measuring its expected measure, in relation to the content the researcher will submit the instruments to experts for purposes of seeking their opinions on the content validity. For construct validity, researcher used confirmatory factor analysis in order to be able to evaluate if various research items contribute to the overall construct measurement.

3.10 Test for Reliability

Karen, Nina, Hellen, & Daniel (2018) Reliability concerns how best a measurement of a phenomenon provides stable and consistent result. Reliability describes the explicability and consistency of a test; it therefore concerns if the measurement can give consistent results over a period of time (Carmines and Zeller, 1979) as cited by (Hamed, 2016).

3.11 Pilot Study

Study questionnaires were subjected to pretest before the actual data collection through a pilot study. According to Babbie (2007) a pilot study is a possible study meant for preparation for the actual study. Pilot study was expected to give a warning in areas where the actual research could fail. A study also establishes the level of validity and reliability of the research instruments (Kothari, 2008).

A total number of 20 respondents who account for 5% of the total sample size of the actual study sample were used to carry out the pilot test. A successful pilot test uses arrange of one to ten percent of the actual study sample size (Babbie, 2012). The questionnaires as well as the procedure used in the pilot study was similar to what

was used in actual research work. However, the respondents who participated in the pilot study were not included in the final research work.

3.12 Data analysis and presentation techniques

The study used descriptive statistics, specifically mean, average and percentage using simple tabulations to analyze and present findings from the data collected. Statistical tools like spread sheets such as excel and statistical packages for social sciences (SPSS) were employed to facilitate the analysis. Data was presented using graphs, charts and tables. Inferential statistics was used to show relationship between HRD mechanisms and service delivery. Researcher used regression analysis to find out if independent variables are able to make predictions on the dependent variable (Mugenda & Mugenda, 2003).

3.13 Diagnostic Tests

Diagnostic test for normality, linearity, multicollinearity and homoscedasticity was done before carrying out the regression analysis. Diagnostic test is essential in checking and testing for statistical errors to ensure that the study data comply with the basic assumptions of Linear Regression Model. Gujarati (2004) observed that the test safeguards the parameter estimates against possible inconsistencies, inefficiencies, and statistical biases.

3.13.1 Linearity

According to Field (2009), linearity is an implication that regression function of the population slope is constant, hence non-linearity on the other hand implies that a change in unit of the dependent variable does not depend on the value of one or more of the independent variables. In this study Pearson's correlation coefficient is utilized to test the assumption for linear relationship between the two variables (Bryman & Bell 2015).

3.13.2 Normality

Normality basically refers to an assumed normal distribution of statistical error, which should result into a constant variance and a zero mean. The Kolmogorov

Smirnov Test is undertaken to test for normality through which removal of data outliers are considered to sort out any non-normal distribution.

3.13.3 Multicollinearity

Martz (2013) describes multicollinearity to be unlikely occurrence of strong correlations among independent variables. Multicollinearity in this study is tested by the use of Variance Inflation Factor (VIF). In a situation whereby two independent variables are correlated the VIF is one (1), if VIF for one of the variables is around or greater than five (5), this is an indication of multicollinearity in association to that particular variable, hence in such a case one of the variables is removed from the regression model.

3.13.4 Homoscedasticity

Homoscedasticity refer to whether the variance of the predictions determined by regression remain constant or differ (Knaub, 2007). Homoscedasticity assumes that an equal variance of μ_i for all the observations made, in an event whereby homoscedasticity is present, this is expected to yield the statistical inference biased according to the F statistic, t-statistic, and variance thereby leading to inaccurate conclusion (Yang, Justin and Chen, 2019). The test for homoscedasticity is done using Breusch Pagan test. According to Gujarati (2004), computation of estimates for ordinary least squares of standard errors in relation to white's heteroscedasticity is a viable solution to this bias problem.

3.14 Ethical Considerations

Researcher has taken a number of precautionary measures to ensure that research ethical standards are adhered to as far as confidentiality, privacy, freedom withdraw, no deception as well as informed consent form are concerned. Researcher has sought formal and informed consent from all respondents. The intention is to guarantee voluntary engagement as well as confidential use of the data to be gathered. Ethical issues are aimed at regulating research process by ensuring that researcher adheres to the ethical principles so as to safe guard the welfare of vulnerable respondents (Selvam, 2017).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This section shows research findings and discussions. The study aimed at determining effect of human resource development mechanisms on service delivery in Postal Corporation of Kenya. The study examined effect of employee training, employee welfare, feedback, reward system and mediating and moderating role of technological environment and resources available respectively. Specifically, this section covered respondent's response rate, reliability test analysis, background of respondents, descriptive statistics, diagnostic test and examination of hypothesis.

4.2 Response rate

The study considered total number of 400 respondents as target population, which comprised of 300 postal employees and 100 clients as indicated in table 4.1.

Table 4.1 Response rate

Respondents Category	Sample Size	Received and Analyzed Responses	Response Rate (%)
Employees	140	135	96.4
Customers	100	69	69.0
Total	240	204	85.0

Source; Research data, (2025)

From the figures tabulated above, a total number of 240 questionnaires were issued to respondents according their sampled number per category. Comparative response rate between employees and customers of PCK reveals higher rate (96.4%) among employees than customers as 69.0%. This variation may be attributed to easier identification and location of respondents who are employees of the corporation than customers who are not located at any specific office. Nevertheless, study achieved overall response rate of 85.0% which is statistically acceptable when conducting statistical analysis (Mugenda *et al.*, 2008).

4.3 Reliability test

For purposes of ascertaining how reliable the data collection instrument is, a pilot study was conducted prior the actual study which comprised of 20 respondents who did not take part in the actual study. To measure the reliability of the instrument Cronbach alpha is used. Reliability is simply the ability of a test instrument to repeatedly yield the same results (Cronbach 1951). According to Bryman & Bell, 2015 Cronbach alpha that is more than 0.7 is acceptable.

Table 4.2: Reliability test summary

Variables	No. of questionnaire items	Cronbach alpha	Conclusion
Employee training	9	0.746	Scale reliable
Employee welfare	8	0.747	Scale reliable
Feedback	7	0.738	Scale reliable
Reward system	5	0.749	Scale reliable
Organizational Resources	6	0.813	Scale reliable
Technological environment	6	0.768	Scale reliable
Overall reliability	41	0.7493	Scale reliable

Source; Research data, (2025)

4.4 Demographic Characteristics of the Respondents

In this section the study sought to understand the demographic composition of the respondents in terms of their age and academic qualifications as presented in figure 4.1.

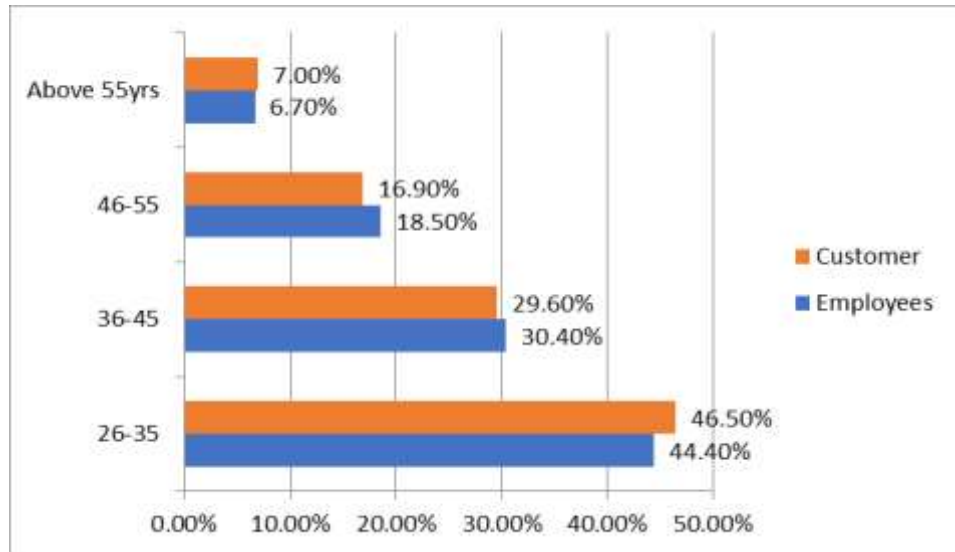


Figure 4.1: Respondents distribution by age

Source; Research data, (2025)

From the results of analyzed data 44.4 percent of the employees are within the age of 26 to 35 years of age while 46.5% of the customers are in the same age bracket. These are the highest population of both categories of the respondents. The population in this age bracket is followed by 30.4% of the employees and 29.6% of the customers who are in the 36 to 45 age brackets. Similarly, the percentage composition of the sampled employees (18.5%) in the 45 to 55 age bracket is slightly higher than the customers, who are at 16.9%. However, older customers appear to slightly outnumber older employees as evidenced by 7% of the customers who are in the upper age bracket of above 55 years against the 6.7% of the employees in the same age bracket. This decreases representation of the employees in the uppermost age bracket may be explained by understanding that older employees may have retired while customers are never subjected to retirement.

Further analysis was done to employees' academic qualification, employees performing other duties in the organization other than their professional responsibilities as well as their terms of employment and tabulated. Analyzed data showed that 7.4 percent of employee respondents to be certificate holders, 37.0 percent diploma holders, 46.7 percent degree, 5.2 percent masters while 3.7 percent had PhD as shown in table 4.3 below;

Tables 4.3: Academic qualification

Academic Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
certificate	10	7.4	7.4	7.4
Diploma	50	37.0	37.0	44.4
Degree	63	46.7	46.7	91.1
Masters	7	5.2	5.2	96.3
PhD	5	3.7	3.7	100

Source; Research data, (2025)

4.5 Descriptive Analysis

The descriptive analyses intend to establish and present the prevailing status of the Postal Corporation of Kenya with regard to its service delivery from the respondents' viewpoints. The presentation examines all aspects of the independent and dependent variables of the study in line with every objective of the study. The objectives were pursued through multiple statements which were posed to the sampled employees of the corporation to indicate their levels of agreement in a Likert scale where 1 represents "Strongly disagree", 2 represents "Disagree", 3 represents "Agree", and 4 represents "Strongly agree".

Their responses for each of the statements were then presented in terms of percentage of the respondents with their respective levels of agreement as well as the mean agreement and standard deviation for each of the statement. The mean agreement is computed by summing the products of each level of the scale and the number of respondents in each category then dividing the results by the total number of the respondents.

4.5.1 Employee training and service delivery in postal corporation of Kenya.

The first objective of the study involves examining the effects of training on delivery of services at the Postal Corporation of Kenya. The analyses are presented in table 4.4;

Table 4.4: Employee training and service delivery in postal corporation of Kenya.

	Strongly Disagree		Disagree		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
I have been allocated duties within my area of specialization	14	10.4	16	11.9	45	33.6	59	44.0	2.0	1.0
Duties allocated to me have enabled me widen my knowledge and work experience	11	8.1	17	12.6	61	45.2	46	34.1	2.1	1.2
I have been learning from duties delegated to me	19	14.1	27	20.0	59	43.7	30	22.2	2.2	1.0
My seniors have been of great influence in determining my success at work	21	15.6	15	11.1	64	47.4	35	25.9	2.3	1.0
I have participated in more than two deliberation committees	26	19.3	35	25.9	55	40.7	19	14.1	3.1	1.1
Organization sponsored me for formal training	17	12.6	33	24.4	58	43.0	27	20.0	2.3	1.3
Training received have widened my knowledge in areas of specialization	19	14.1	27	20.0	56	41.5	33	24.4	2.1	1.1
Training received have positive impact on my attitude to my work as an employee	14	10.4	29	21.5	57	42.2	35	25.9	2.0	1.4

Source; Research data, (2025)

The reports tabulated above indicated that respondents agree to all the statements about the training practices at PCK except on their participation on more than two deliberation committees. To start with, majority (44.0%) of the employees strongly agreed that they are allocated duties within their area of specialization. As such they have at least basic formal training to facilitate their delivery of services as confirmed

by the mean agreement of 2 and standard deviation of 1. The finding confirms a study by Blom and Uwizeyimana (2020) that pointed out that formal education among employees is necessary for delivery of good services among public servants in South Africa.

The training avenue for every employee is learning through the assigned and delegated duties. As such, 45.2% and 43.7% of the sampled employees agreed that they have been learning from their assigned duties and delegated responsibilities respectively. Even though the respondents have uniform mean agreement ($M = 2.1$) and standard deviation ($SD = 1.0$), a smaller number of them may have got opportunity to perform delegated duties as evidenced by 14.1% of them who expressed strong disagreement with the statement that they have been able to learn from delegated duties. This observation is in line with Kessy (2023) that delegation is an occasional opportunity that not every employee of an organization gets the privilege to hold.

The same trend is observed on the employees' response to the statement on their opportunity to participate in more than two deliberation committees. Relatively lower number (40.7%) of them agreed with the statement while the mean agreement of 3.1 ($SD = 1.1$) indicates that a randomly selected employee at PCK is likely not to have participated in multiple deliberation committees. This further affirmed the observation that such special opportunities are available to limited members of an organization (Kessy, 2023). On whether their seniors had been of great influence in determining their success at work, 47.4% of the respondents agreed ($M = 2.3$; $SD = 1.0$). The finding speaks to training role played by senior members of an organization as mentors and influencers of the employees working alongside them as was proposed by Al-Kassem (2021).

Additionally, the respondents were asked if the company had sponsored them for a formal training program. 43.0% of the expressed agreement with mean of 2.3 and standard deviation of 1.3. The results suggest the formal training as one of the major staff development priorities within the PCK as was also noted by (Wamuyu, 2020). This is further supported by 41.5% of the respondents who indicated that their knowledge in the areas of specialization had been widened by the formal trainings.

Similarly, 42.2% of them acknowledged the positive impact of formal trainings on their attitude towards their work. As such, formal training of the employees plays a key role in the delivery of services at PCK.

4.5.2 Employee welfare and service delivery in postal corporation of Kenya.

For purposes of investigating if employee welfare has an effect on service delivery in Postal Corporation of Kenya, the respondents are requested to indicate their level of agreement with multiple statements on their welfare. The responses were analyzed in dichotomized manner and through mean as well as standard deviations presented in table 4.5 below.

Table 4.5 Employee welfare and service delivery in postal corporation of Kenya.

	Strongly Disagree		Disagree		Agree		Strongly agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
Member of postal employee association	19	14.1	42	31.1	46	34.1	28	20.7	2.1	1.1
Postal employee association is of great benefit to me a member	23	17.0	40	29.6	43	31.9	29	21.5	2.0	1.1
PCK has health care facility that provides for employee's health welfare	25	18.5	36	26.7	44	32.6	30	22.2	2.1	1.2
The health centers are able to provide quality health services	24	17.8	35	25.9	50	37.6	26	19.3	2.0	1.1
Health centers are able to provide prompt services to members	29	21.5	43	31.9	40	29.6	23	17.0	3.0	1.0
Recreational facilities that cater for employees' recreation activities	36	26.7	45	33.3	29	21.5	25	18.5	3.1	1.3
Recreational facilities offer varied recreational activities to members	37	27.4	46	34.1	27	20.0	25	18.5	3.2	1.4
The company facilitates for employee transportation to and from work	36	26.7	45	33.3	27	20.0	27	20.0	3.1	1.4

Source; Research data, (2025)

According to the tabulated results above, respondents partly agreed with the current employee welfare practices at PCK. That is, majority of the respondents expresses agreement with first of half statements and disagreed with half of the statements. For instance, 34.1% of them agreed that they are members of Postal employee association at a mean agreement of 2 and a standard deviation of 1 while 31.9% of

them agreed that employees' association is of great help to the members ($M = 2.0$; $SD = 1.1$). These findings point to favorable employee welfare policies at PCK, allowing members of the staff to form their formal or informal association to help take care of their social needs (Muriungi, 2021).

Similarly, presence of healthcare program for the PCK employees is acknowledged by relative majority of the sampled employees. To start with, 32.6% of respondents agreed that corporation has healthcare facility that provides for their health welfare. A similar number (37.0%) of the sampled employees also agreed that available health centers are able to provide quality health services ($M = 2.0$; $SD = 1.1$). Even though barely a half of the employees acknowledged the presence of health care programs to address their health welfare, the findings are in tandem with (Daniel, 2019). The researcher observed those healthcare programs or insurance are basic and most common means of handling basic physical or medical needs of public servants.

However, it appears that PCK only does bare minimum as far as employee welfare is concerned. Majority of the sampled employees indicated that corporation neither caters for their recreational needs nor does it care of their transportation needs from and to the workplace. Evidence lies in the 33.3% and 26.7% ($M = 3.1$; $SD = 1.3$) and 33.3% ($M = 3.1$; $SD = 1.3$) of employees who disagreed with statements that corporation has recreational facilities that caters for their recreational needs. As such, recreational facilities may not have been prioritized by corporation as reported by (John & Bula 2023).

4.5.4 Feedback and service delivery in postal corporation of Kenya.

To pursue objective of establishing whether feedback has an effect on service delivery in Postal Corporation of Kenya, the sampled respondents are asked to show their levels of agreement with multiple statements of current practices at PCK. Their responses were analyzed and outcome presented in table 4.6 below.

Table 4.6 Feedback and service delivery in postal corporation of Kenya.

	Strongly Disagree		Disagree		Agree		Strongly agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
	Company has well stipulated feedback procedure that enable employees to get feedback on relevant areas	22	16.3	41	30.4	49	36.3	23	17.0	2.3
Feedback is always prompt with no delays	23	17.0	42	31.1	49	36.3	21	15.6	2.1	1.4
Company management calls official meetings to deliberate on matters touching on the delivery services	18	13.3	34	25.2	61	45.2	22	16.3	2.4	1.0
Members are given opportunity to air their views without bias and intimidation	22	16.3	35	25.9	55	40.7	23	17.0	2.2	1.1
Management use memos to communicate information to employees	9	6.7	23	17.0	68	50.4	35	25.9	2.1	1.2
Memos are always clear to members and available to all members in good time	15	11.1	26	19.3	60	44.4	34	25.2	2.2	1.2
The management compliments the work of employees	22	16.3	24	17.8	59	43.7	30	22.2	2.4	1.4

Source; Research data, (2025)

Results indicate that majority of respondents agreed with all of statement while higher number of employees agreeing with those statement relating to use of memos and official meetings in the corporation. For instance, 50.4% of respondents agreed that management of PCK tend to use memos in communicating to employees ($M = 2.1$; $SD = 1.2$) while 45.2% of them expressed agreement ($M = 2.4$; $SD = 1.0$) with the statement that PCK management calls official meetings to deliberate on matters touching on services delivery. These findings confirm the place of official memos and staff meetings as the most common means of providing feedback and discussing critical issues of an organization (Waeraas & Dahle, 2020).

As a confirmation of above findings, 44.4% of respondents acknowledged that memos from corporation’s management are always clear to members and available to all members in good time. This is emphasized by 43.7% of sampled employees who pointed out that corporation’s management often compliments work of employees. However, relatively fewer portion of sampled respondents acknowledged presence of a functional feedback mechanism in corporation. For instance, only 36.3% of the respondents agreed that corporation has a well stipulated feedback procedure that enables employees to get feedback on relevant areas. Likewise, just 36.3% of respondents acknowledged that feedback in the corporation is always prompt without delays.

4.5.5 Reward system and service delivery in postal corporation of Kenya.

The other objective of study is to examine possible effects of PCK’s employee reward system on delivery of its services. The objective is pursued by asking respondents to indicate extent to which they agree with multiple statements on corporation’s employee reward system. The responses are analyzed and outcome presented in table 4.7 below.

Table 4.7 Reward system and service delivery in postal corporation of Kenya.

	Strongly Disagree		Disagree		Agree		Strongly agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
Company recognizes the good work done by individual employees	27	20.0	29	21.5	54	40.0	25	18.5	2.2	1.1
The company has a provision for a motivation package for work well done	20	18.5	42	31.1	46	34.1	22	16.3	3.0	1.1
The company has a clearly outlined plan on bases of employee promotion	19	14.1	32	23.7	56	41.5	28	20.7	2.2	1.3
I have been promoted several times since I began working in this company	21	15.6	32	23.7	59	43.7	23	17.0	2.2	1.3
The management has engaged me in carrying out various duties to better the services delivered to clients	19	14.1	32	23.7	60	44.4	24	17.8	2.3	1.2

Source; Research data, (2025)

From the analysis presented in table 4.7, majority of respondents agree with all statements about PCK's reward system with a slight exemption corporation's provision of a motivation package for exemplary performance (work well done). To start with, 40.0% of respondents agreed that company recognizes good work done by individual employees at a mean agreement of 2.2 and standard deviation of 1.1. However, a relatively few number (34.1%) of respondents agreed with statement that there is a provision of a motivation package for exemplary performance of employees. The relative dissatisfaction with corporation's motivation package is further evidenced by mean agreement of 3.0 (SD = 1.1) indicating that a randomly selected employee at PCK is likely to point out that company does not reward exemplary performance of their employees. These findings align with Kavinya (2019) in her recommendation that the PCK should strive to motivate members of their staff through promotions, rewards, commissions and other incentives that would boost their morale and performance in service delivery.

Respondents are also asked if the company have a clearly out lined plan on bases of employee promotion, 41.5% of them agreed at a mean agreement of 2.2 and standard deviation of 1.3. Similarly, 43.7% of respondents agreed that they have been promoted several times since they joined corporation. This confirms favorable promotion policy at PCK as noted by Wamuyu (2020). Corporation also seems to reward members of their staff through redeployment to various sections and duties as indicated by 44.4% of respondents. This is confirmed by mean agreement of 2.3 and standard deviation of 1.2.

4.5.6 Organizational resources and service delivery in postal corporation of Kenya.

To examine the moderating effects of PCK's resources on relationship between HRD mechanisms and corporation's service delivery, the study seeks to establish respondents' opinion on corporation's resources. Therefore, sampled respondents are requested to indicate extent to which they agree with multiple statements on corporation's resources. Responses are analyzed and outcome presented in table 4.8 below.

Table 4.8 Organizational resources and service delivery in postal corporation of Kenya.

	Strongly disagree		Disagree		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
The company has enough physical resources in place	11	8.1	59	43.7	57	42.2	8	5.9	3.0	1.4
The company timely responds to the need for additional physical resources when need arise	19	14.1	35	25.9	62	45.9	19	14.1	2.4	1.3
The company has enough human capacity in place	17	12.6	28	20.7	64	47.4	26	19.3	2.1	1.0
The company timely replace human capacity in case of an exit	20	14.8	34	25.2	64	48.1	16	11.9	2.0	1.2
The company has enough capital to run its day-to-day activities	33	24.4	37	27.4	40	29.6	25	18.5	3.2	1.4
The company has a reliable source of capital that enables it to run its day to day activities	31	23.0	41	30.4	41	30.4	22	16.3	3.1	1.0

Source; Research data, (2025)

From results tabulated above, majority of respondent's express agreement with four out of six statements on corporation's resources. Human resources are most notable aspect of corporation's resources as indicated by 47.4% of sampled employees who agreed that corporation has enough human capacity in place (M = 2.1; SD = 1.0). This is confirmed by 48.1% of respondents who agreed PCK has policy of prompt replacement of workforce whenever there is an exit of employees. Findings confirm Chesenge and Njuguna (2022) on their observation of PCK's substantial workforce, which costs 65% of corporation's revenue.

Additionally, 45.9% of respondents agreed that corporation tend to respond in a timely manner when a request is made for additional physical resources. This observation is closely linked to realization that corporation has enough physical

resources as pointed out by 42.2% of sampled employees. However, 43.7% of them refuted the same statement on the adequacy of corporation's physical resources.

On liquidity of corporation, or availability of financial capital to run its daily activities, majority of the employees had negative perspectives. For instance, 30.4% of sampled employees disagreed with statement that PCK has reliable sources of capital that enables it to run its day to day activities ($M = 3.1$; $SD = 1.0$). In the same stance, 27.4% of them expressed disagreement with statement that corporation has enough capital to run its day-to-day activities. These observations conform to Wamuyu (2020) in her recommendation that PCK should establish suitable strategies of mobilizing and allocating financial resources to help improve its performance.

4.5.7 Technological environment and service delivery in postal corporation of Kenya.

The last segment of this part of analysis involved establishing respondents' views on PCK's technological environment before proceeding to examine how such an environment can mediate relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya. Respondents are therefore requested to express their level of agreement with multiple statements regarding corporation's technological environment. The responses are analyzed and results presented in table 4.9 below.

Table 4.9: Technological environment and service delivery in postal corporation of Kenya

	Strongly Disagree		Disagree		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
The company give its employee regular training on its skills	24	17.8	39	28.9	52	38.5	20	14.8	2.3	1.1
The company is well equipped with modern and relevant ICT infrastructure	17	12.6	39	28.9	61	45.2	18	12.6	13.3	1.0
The company's technological environment is able to attract customers to seek services	16	11.9	43	31.9	56	41.5	20	14.8	2.0	1.2
The company is able to update the technological infrastructure as need arise	13	9.6	40	29.6	59	43.7	23	17.0	2.3	1.4
Employees within the company are conversant with the technology in place within the organization	15	11.1	50	37.0	53	39.3	17	12.6	2.4	1.3
The company technological environment has been of great help in enabling the company deliver quality services to its clients	12	8.9	43	31.9	60	44.4	20	14.8	2.2	1.0

Source; Research data, (2025)

From tabulated analysis, majority of sampled employees expressed positive views on PCK's technological efforts. Highest number (43.7%) of employees agreed with statement that corporation always update their technological infrastructure whenever

there is need ($M = 2.3$; $SD = 1.4$). This is followed by 44.4% of respondents who stated that corporation's technological environment is a greater enabler in delivery of quality services to clients ($M = 2.2$; $SD = 1.0$). The findings underscore significant impact of technological solutions on management and delivery of postal services across globe as is also noted by Mohammad et al. (2023).

Further confirmation of this technological leverage is provided by 45.2% of sampled employees who indicated that PCK is well equipped with modern and relevant ICT infrastructure and another 41.5% who pointed out that corporation's technological environment has been attracting customers to seek the postal services of the corporation.

In terms of equipping and empowering of corporation's workforce for effective use of relevant technologies, 38.5% of sampled employees expressed agreement with statement that corporation subjects its employees to regular training sessions. Further 39.3% of respondents indicated that employees within corporation are conversant with different technologies that have been adopted by the PCK. These revelations indicate substantial readiness of corporation and its employees to optimize opportunities and strengths of technology for delivering quality postal services as recommended by Turyadi et al. (2023).

4.5.12 Service delivery (SD) in Postal Corporation of Kenya.

Prior to examining each of four objectives, the study explored prevailing trends of service delivery, which is dependent variable, within Postal Corporation of Kenya. To ascertain level of services offered in PCK, researcher requested sampled employees to indicate their level of agreement with multiple statements describing PCK's delivery of services. Employees' rating of their service delivery was also reinforced by views of customers on same variables. Analysis and results of their responses are presented in tables 4.10 and 4.11 below.

Table 4.10: Employees' views on Service delivery in Postal Corporation of Kenya

Statement on Service Delivery	Strongly Disagree		Disagree		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
We deliver services in line with international standards of service provision.	2	1.5	16	11.9	47	34.8	70	51.9	2.0	1.2
Efficiently able to cater for the needs of our clients.	2	1.5	23	17.0	59	43.7	51	37.8	2.2	1.3
Management is able to closely monitor how employees are delivering services to clients.	10	7.4	12	8.9	57	42.2	56	41.5	2.2	1.4
Services offered to customers are done with high level of understanding.	4	3.0	24	17.8	62	45.9	45	33.3	2.1	1.1
Compensation in case of any loss	11	8.1	12	8.9	52	38.5	60	44.4	2.2	1.0
Services highly reliable	8	5.9	24	17.8	66	48.9	37	27.4	2.3	1.1
Employees show empathy to clients in case of service failure	4	3.0	23	17.0	72	53.3	36	26.7	2.4	1.0
Tangible services	8	5.9	24	17.8	65	48.1	38	28.1	2.4	1.4
Clients have positive response to services provided	11	8.1	27	20.0	71	52.6	26	19.3	2.0	1.2

Source; Research data, (2025)

Table 4.11: Customers’ views on Service delivery in Postal Corporation of Kenya

	Strongly Disagree		Disagree		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	Mean	SD
The services received from the company are of high standard	1	1.5	30	44.1	1	1.5	36	52.9	2.2	1.3
Level of service delivery in the company is able to efficiently cater for my needs as client	4	5.9	44	64.7	3	4.4	17	25.0	3.0	1.1
Services offered to customers is done with high level of understanding	5	7.4	40	58.8	7	10.3	16	23.5	3.2	1.1
Clients are assured of compensation In case of any loss	2	2.9	40	58.8	12	17.6	14	20.6	2.4	1.0
The services given to clients are highly reliable	5	7.4	41	60.3	3	4.4	19	27.9	2.3	1.4
Employees are able to show empathy to clients in case of service failure	4	5.9	41	60.3	4	2.9	21	30.9	2.4	1.1
Services offered to clients are tangible	5	7.4	45	66.2	4	5.9	5	7.4	3.0	1.2
The services providers are able to respond positively to clients’ needs	4	5.9	41	60.3	6	8.8	17	25.5	2.4	1.3

Source; research data, (2025)

Analyses tabulated above indicate that majority of sampled employees and customers agreed with all statements about status of service delivery at PCK. For instance, 51.9% of employees (representing 70 respondents) strongly agreed that corporation deliver services that are in line with international standards. This is confirmed by mean agreement (Mean = 2.0, SD = 1.2) whose implication is that any average employee of corporation would agree with that statement at level 2 of a 4-point Likert scale. Similarly, 43.7% of respondents strongly agreed that the corporation efficiently caters for needs of our clients.

Study further investigated if the level of service delivery in the company is able to efficiently cater for the clients' needs. To this statement, 37.8% of the sampled employees and 64.7% of customers agreed with a mean agreement of 2.2; SD= 1.3 and M= 3.0, SD = 1.1 respectively. Mean agreement of 2.2 and 3.0 imply that any randomly selected employee at PCK agree with statement that their services efficiently clients' needs while a randomly selected customer would disagree with same statement. This variation in the response between two categories of respondents maybe explained by fact customers tend to have higher expectations of the services they seek while employees, who are service providers may underestimate customers' expectations (Fornell et al. 2020).

On ability of PCK management to closely monitor how employees are delivering the services to clients, 41.5% of employees were in strong agreement while 42.2% of them agreed. This brought about mean agreement of 2.2; SD = 1.4. On whether the services offered to customers are done with high level of understanding, 45.9% of the employees agreed as well as 58.8% of the customers. Responses produced a mean agreement of 2.1 (SD = 1.1) for both categories of respondents. This portrays shared opinion between service providers (employees) and consumers (customers) of the PCK services on the customer experience. Customers' unanimous and favorable rating of employees' empathy further corroborate perceived level of understanding among PCK's employees. This evidenced by 60.3% of the customers who indicated that employees show empathy to clients whenever they experience service failure. Results confirm a report by Abdullah and Kasmi (2021) that indicated a positive effect of service provider's empathy on the level of customer satisfaction.

Similarly, an analysis on whether compensation is done to clients in case of any loss due to negligence of the company showed a mean agreement 2.2; SD = 1.0 among the sampled employees and the customers. Both categories of the respondents were also in agreement with statement that services offered to clients are highly reliable as indicated by 44.4% of the employees and 60.3% of the customers. Respondents were then asked if services offered to clients where tangible and their responses

were affirmative given that 48.1% and 66.2% of the employees and customers respectively agreed ($M = 2.4$; $SD = 1.4$).

The last statement under this objective involved examining the customers' overall reaction to PCK's service provision. The respondents were asked if clients have a positive response to services provided and 52.6% and 60.3% of the employees and customers respectively agreed. The implication is that customers of the PCK are moderately agreeable to the quality and means of service provision at the corporation. This might point to the positive improvements brought about by incorporating Huduma centers within the PCK (Nkanata & Ocholla 2022).

4.6 Diagnostics test

The study also conducted diagnostic test for normality, linearity, multicollinearity and homoscedasticity was done so as check and test for statistical errors to ensure that the study data complied with the basic assumptions of Linear Regression Model. Gujarati (2004) observed that the test safeguards the parameter estimates against possible inconsistencies, inefficiencies, and statistical biases. The outcome is as presented in the subsections below.

4.6.1 Test for normality

For purposes of testing for normality of distribution of data Kolmogorov Smirnov normality test is conducted. The null hypothesis here states that data is not normally distributed. If the p-value was 0.05, then this would be indication of normal distribution. The results of Kolmogorov Smirnov normality test are represented in table 4.12. From the results all variables have a p- value greater than 0.05 hence reject null hypothesis and conclude that data for each of the variables was normally distributed.

Table 4.12 Kolmogorov Smirnov Normality Test.

Test of Normality	Kolmogorov Smirnov Test Statistics	df	Sig.
Employee training	.119	112	.122
Employee welfare	.118	112	.116
Feedback	.119	112	.128
Reward system	.115	112	.164
Technological environment	.117	112	.075
Organizational resources	.117	112	.078

a Lilliefors Significance Correction

Source; research data, (2025)

4.6.2 Test for linearity

Table 4.13 Pearson Correlation

	correlations	Employee training	Employee welfare	Feedback	Reward system	Technological environment	Resources available
Employee training	Pearson Correlation	1	.516**	.569**	.453**	.596**	.382**
Employee welfare	Pearson Correlation	.516**	1	.636**	.619**	.422**	.540**
Feedback	Pearson Correlation	.569**	.636**	1	.564**	.551**	.500**
Reward system	Pearson Correlation	.453**	.619**	.564**	1	.528**	.492**
Technological environment	Pearson Correlation	.596**	.422**	.551**	.528**	1	.399**
Organizational resources	Pearson Correlation	.382**	.540**	.500**	.492**	.399**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	135	135	135	135	135	135

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

Source; research data; (2025)

For purposes of testing for linearity Pearson's correlation coefficient is utilized to test assumption for linear relationship between the variables Bryman and Bell (2015). The outcome of which is indicated in table 4.13. Results of person correlation gives a positive significant linear correlation between service delivery and the dependent variables employee training, employee welfare, feedback, reward system, technological environment and resources available respectively with a significant level of $P < 0.01$.

4.6.3 Test for Multicollinearity

To test for multicollinearity between the predictor variables tolerance and variance test is done as shown in table 4.14 below. Results of this analysis show that all variable tolerance range from .869 to .977 and VIF of between .818 and 1.153. This indicates that the variables tolerance value is more than 0.1 and VIF value that is less than 10, this rules out likelihood of multicollinearity in the data.

Table 4.14 results of multicollinearity test.

	Collinearity statistics	
	VIF	Tolerance
Employee training	.873	.977
Employee welfare	1.117	.912
Feedback	.883	.940
Reward system	1.153	.869
Technological environment	.896	.966
Organizational resources	.818	.956

a Dependent variable: service delivery

Source; Research data, (2025)

4.6.4 Homoscedasticity test.

To test for homoscedasticity test was done using Breusch Pagan test of the variances. This was done to measure whether the explanatory and predictor variables variance was similar as presented in table 4.15 below. The p-value obtained was, this is greater than 0.05 therefore we accept the null hypothesis that the data was

homoscedastic. Therefore, conclude that does not have heteroscedasticity so it is fit for conducting multiple regression analysis.

Table 4.15 Breusch for homoscedasticity Pagan Test

Breusch for homoscedasticity Pagan Test
HO: Constant variance
$\text{Chi}^2(1) = 2.42$
$\text{Prob} > \text{Chi}^2 = 0.0743$

Source; research data, (2025)

4.7 Hypothesis Testing

After having used descriptive statistics to evaluate current status of the four components of HRD mechanisms and service delivery at PCK and moderating and mediating variables, study proceeded to test six hypotheses. Study applied regression analyses through which three main inferential statistics namely Pearson Correlation (R), F- value and the P – value was used to guide whether to reject or not reject null hypotheses discussed as follows;

4.7.1 H01: There is no significant relationship between employee training and service delivery in Postal Corporation of Kenya.

To test the above hypothesis, measures of employee training at PCK are regressed against measures of corporation’s service delivery. This analysis allows researcher to observe extent to which measures of employee training predicts delivery of services at PCK as shown by tables 4.16 and 4.17;

Table 4.16: Model Summary: Employee training and service delivery in Postal Corporation of Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553 ^a	.306	.300	.48926

a. Predictors: (Constant), Employee Training

Source; research data, (2025)

Table 4.17: ANOVA: Employee training and service delivery in Postal Corporation of Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.901	1	13.901	58.072	.000 ^b
	Residual	31.597	132	.239		
	Total	45.498	133			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Employee Training

Source; research data, (2025)

Results shown in the tables analysis show service delivery as positively and significantly linked to employee training ($R = .553$, $Sig = .000$). Therefore, this research rejects null hypothesis that no significant relationship between employee training and service delivery in Postal Corporation of Kenya at 95% Confidence Interval (CI). This implies that increasing or decreasing the corporation's investment on training of their employees by one unit would cause an equivalent change in their level of service delivery. Hence at $P < 0.000$ level of significance the null hypothesis is rejected. Implication is that employee training has a significant effect in service delivery in Postal Corporation of Kenya. In guide line of generated statistical indicators study concludes presence of positive significant statistical link between Postal Corporation of Kenya's training of the employee training and delivery of their services.

4.7.2 H02: There is no significant relationship between employee welfare and service delivery in Postal Corporation of Kenya.

On the second hypothesis, results posted in the following tables were generated through regression analysis as discussed above;

Table 4.18: Model Summary: Employee welfare and service delivery in Postal Corporation of Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411 ^a	.169	.163	.53569

a. Predictors: (Constant), Employee Welfare
Source; research data, (2025)

Table 4.19: ANOVA: Employee welfare and service delivery in Postal Corporation of Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.757	1	7.757	27.031	.000 ^b
	Residual	38.166	133	.287		
	Total	45.923	134			

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), Employee Welfare

Source; research data, (2025)

Results shown in coefficient table analysis shows that the corporation’s efforts at improving welfare of their employees is significantly and positively linked to their delivery of services (R = .411, Sig = .000). Therefore, this research rejects null hypothesis that there is no significant relationship between employee welfare and service delivery in Postal Corporation of Kenya at 95% CI. This implies that a unit increase in employee welfare would amount in to equivalent change in level of service delivery in Postal Corporation of Kenya, assuming no change in other external variables. Hence at P < 0.000 level of significance the null hypothesis is rejected. The implication is that employee welfare has a statistically significant effect in Postal Corporation of Kenya’s delivery of services. In the guide line of the generated statistical indicators the study concludes presence of positive significant relationship between employee welfare and service delivery in Postal Corporation of Kenya.

4.7.3 H03: There is no significant relationship between reward system and service delivery in Postal Corporation of Kenya.

For third hypothesis, research purposed to establish the effect of reward system on service delivery in Postal Corporation of Kenya. Outcome of the regression analysis are presented as follows;

Table 4.20: Model Summary: Reward system and service delivery in Postal Corporation of Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396 ^a	.156	.150	.53969

a. Predictors: (Constant), Reward System

Source; research data, (2025)

Table 4.21: ANOVA: Reward system and service delivery in Postal Corporation of Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.185	1	7.185	24.669	.000 ^b
	Residual	38.738	133	.291		
	Total	45.923	134			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Reward System

Source; research data, (2025)

Results shown in the coefficient table analysis shows that reward system is positively and significantly linked to the delivery of services at the Postal Corporation of Kenya ($R = .396$, $Sig = .000$). Therefore, this research rejects null hypothesis, there is no significant relationship between reward system and service delivery in Postal Corporation of Kenya at 95% CI. This implies that increasing the corporation's investment in improving its reward system is likely to cause a similar change in the level of service delivery in Postal Corporation of Kenya. Hence at $P < 0.000$ level of significance the null hypothesis is rejected. The implication is that reward system is significantly linked to the quality of services delivered at the Postal Corporation of Kenya. In guide line of the generated statistical indicators

study concludes presence of positive and statistically significant link between Postal Corporation of Kenya’s reward system and quality of its services to the customers.

4.7.4 H04: There is no significant relationship between feedback and service delivery in Postal Corporation of Kenya.

Research purposed to establish effect of feedback on service delivery in Postal Corporation of Kenya through a regression analysis. Tables 4.22 and 4.23 present outcome of the analyses;

Table 4.22: Model Summary: Feedback and service delivery in Postal Corporation of Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 ^a	.168	.162	.53601

a. Predictors: (Constant), Feedback

Source; research data, (2025)

Table 4.23: ANOVA: Feedback and service delivery in Postal Corporation of Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.711	1	7.711	26.838	.000 ^b
	Residual	38.212	133	.287		
	Total	45.923	134			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Feedback

Source; research data, (2025)

Results shown in coefficient table analysis shows service delivery as a factor of the Postal Corporation of Kenya’s feedback system, with statistically significant and positive association (R = .410; Sig. = .000). Therefore, the null hypothesis that there is no significant relationship between feedback and service delivery in Postal Corporation of Kenya is reject at 95% CI. This implies that management of feedback at Postal Corporation of Kenya explains up to 41% of the variance in the delivery of services at the corporation, in the absence of any other external influence.

4.7.5: H05: Organizational resources do not moderate the relationship between HRD mechanisms and delivery of services within Postal Corporation of Kenya.

Process of testing above mentioned hypothesis on moderating effects of organizational resources on relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya involved two steps presented as follows;

Step one: Determining the extent to which Human Resource Development mechanisms predict Service delivery in Postal Corporation of Kenya.

First entailed regression of corporation’s delivery of services against four HRD mechanisms, which are the study’s independent variables (Employee training, employee welfare, reward system, and feedback). Analysis produced results in form of three tables that are later presented in a mathematical model to examine extent to which HRD mechanisms predict PCK’s service delivery in the absence of proposed moderating variable (PCK’s resources).

Table 4.24: Model Summary: HRD mechanisms and service delivery in Postal Corporation of Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.360	.46801

a. Predictors: (Constant), Reward System, Employee Training, Employee Welfare, Feedback

Source; research data, (2025)

Table 4.1: ANOVA: HRD mechanisms and service delivery in Postal Corporation of Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.243	4	4.311	19.681	.000 ^b
	Residual	28.255	129	.219		
	Total	45.498	133			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Reward System, Employee Training, Employee Welfare, Feedback

Source; research data, (2025)

It is observable from results in tables 4.24 and 4.25 show that four HRD mechanism interact to jointly predict 61.6% of variance in the delivery of services at the PCK ($R = .616$; $\text{Sig.} = 0.000$). By comparing F-calculated and F-critical whose results are given in table 4.25, $F = 19.681$ and F calculated as 53.35 which is greater than F critical, study conclusion was that the overall model is statistically significant, this is also supported by a p-value of 0.000. The P - value is less than the adopted study level of significance which is 0.05, at 95% CI. This is an implication that joint interaction of four HRD mechanisms significantly affects service delivery at Postal Corporation of Kenya in Nairobi County. However, it is necessary to determine individual contributions of each of four HRD mechanisms. This is accomplished through computation of beta coefficients of four independent variables as presented in table 4.26;

Table 4.26: Coefficients: HRD Mechanisms and Service delivery in Postal Corporation of Kenya

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.804	.358		5.038	.000
Employee Training	.206	.084	.214	2.453	.016
Feedback	.123	.091	.124	1.357	.177
Employee welfare	.009	.087	.009	.099	.022
Reward system	.136	.089	.145	1.528	.029

a. Dependent Variable: Service Delivery

Source; research data, (2025)

From above results all four HRD mechanisms have positive effects on PCK's service delivery as indicated by the unstandardized and the standardized coefficients and the p-values. However, employee training is established to have highest and most significant effects on corporation's service delivery ($\beta = 0.214$; $\text{Sig.} = 0.016$). Beta coefficients of the variables are then fitted into a base mathematical model in

first step so as to test whether HRD mechanisms which comprise independent variables predicted service delivery in Postal Corporation of Kenya (Model 4.1).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathcal{E} \dots \dots \dots \text{model 4.1}$$

Where:

Y = Service delivery

α = Constant (intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficient for the independent variables

X_1 = Training

X_2 = Welfare

X_3 = Feedback

X_4 = Reward system

\mathcal{E} = Error term

Therefore, service delivery at PCK is mathematically expressed as;

$$\text{Service delivery} = 1.804 + .214 X_1 + .009 X_2 + .124 X_3 + .145 X_4 + 0.358 \dots \dots \dots$$

model 4.2

Step two: Determining the extent to which HRD mechanisms predict Service delivery in the context of PCK’s Resources.

This step involves introducing measures of PCK’s resources in regression of corporation’s delivery of services against four HRD mechanisms. Analysis then followed procedures detailed in the step one and results presented as follows;

Table 4.27: Model Summary: Organizational resources on HRD mechanisms and service delivery in Postal Corporation of Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605a	.366	.346	.75309

a. Predictors: (Constant), Reward System, Employee Training, Employee Welfare, Feedback

Source; research data, (2025)

Table 4.28: ANOVA: Organizational resources on HRD mechanisms and service delivery in Postal Corporation of Kenya

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.163	4	10.541	18.586	.000c
Residual	73.162	129	.567		
Total	115.325	133			

a. Dependent Variable: Service Delivery

b. Weighted Least Squares Regression - Weighted by Organizational Resources

c. Predictors: (Constant), Reward System, Employee Training, Employee Welfare, Feedback

Source; research data, (2025)

Table 4.29: Coefficients: Organizational resources on HRD Mechanisms and Service delivery in Postal Corporation of Kenya

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.173	.217		.798	.426
Employee Training	.364	.074	.376	4.909	.000
1 Employee Welfare	.178	.070	.211	2.549	.012
Feedback	.143	.080	.151	1.780	.077
Reward System	.062	.078	.075	.797	.427

a. Dependent Variable: Service Delivery

b. Weighted Least Squares Regression - Weighted by Organizational Resources

Source; research data, (2025)

According to results in table 4.19, the introduction of the moderating variable (Organizational resources) reduced effects of HRD mechanism on PCK's service delivery from 61.6% (see $R = 0.616$ in table 4.24) to 60.5% ($R = 0.605$ in table 4.27). Other statistics such as F critical ($F = 18.586$) and P – value (Sig. = 0.000) confirm that computed effects are statistically significant at 95% CI. As such, an increase in the availability of financial, physical and human resources functions to stabilize service delivery at PCK by 1.1% (61.6% - 60.5%) in case of any variation in the corporation's practice of the four HRD mechanisms.

To further explore moderating effects, table 4.21 provide the extent to which the introduction of organizational resources variable impacts the contribution of the individual HRD mechanisms. The new mathematical model from the above computations is expressed as;

$$\text{Service delivery}_2 = .173 + .376 X_1 + .211X_2 + .151 X_3 + .075X_4 + 0.217 \dots \dots \text{model 4.3}$$

The beta coefficients suggest that the moderating variable impacts on all the four HRD mechanisms, with employee training (B = 0.376; Sig. = 0.000) and employee welfare (B = 0.211; Sig. = 0.012) as the most impacted variables. This observation can be explained by the fact that improvement or decline in an organization’s training efforts and catering for the welfare of employees are always subject to availability of relevant resources within the organization (Peng et al. 2022).

By comparing the values presented in the model 4.2 and 4.3 as well as the statistics presented in the ongoing section, it is evident that organizational resources moderate the effects of HRD mechanisms on service delivery at PCK. Therefore, the null hypothesis that organizational resources do not moderate the relationship between HRD mechanisms and delivery of services within Postal Corporation of Kenya was rejected.

4.7.6 H06: Technological environment does not mediate the relationship between HRD mechanisms and delivery of services within Postal Corporation of Kenya.

To examine whether technological environment has any mediating effects on the relationship between HRD mechanisms and service delivery at the PCK, the researcher did a regression of the measures of service delivery against the four HRD mechanisms. The regression was done alongside the measures of the corporation’s technological environment. The outcomes are presented in tables 4.30, 4.31 and 4.32 below;

Table 4.30: Model Summary: Technological Environment on HRD Mechanisms and Service delivery in Postal Corporation of Kenya

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625a	.391	.367	.46536

a. Predictors: (Constant), Technological Environment, Employee Training, Employee Welfare, Feedback, Reward System

Source; research data, (2025)

Table 4.31: ANOVA: Technological Environment on HRD Mechanisms and Service delivery in Postal Corporation of Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.778	5	3.556	16.419	.000b
	Residual	27.720	128	.217		
	Total	45.498	133			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Technological Environment, Employee Training, Employee Welfare, Feedback, Reward System

Source; research data, (2025)

Table 4.32: Coefficients: Technological Environment on HRD Mechanisms and Service delivery in Postal Corporation of Kenya

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.143	.207		.691	.491
	Employee Training	.389	.074	.410	5.225	.000
	Employee Welfare	.115	.071	.140	1.632	.105
	Feedback	.122	.083	.132	1.469	.144
	Reward System	.007	.082	.008	.082	.935
	Technological Environment	.127	.081	.132	1.572	.118

a. Dependent Variable: Service Delivery

Source; research data, (2025)

Results in table 4.30 shows that the introduction of the mediating variable (Technological environment) increases the effects of HRD mechanism on the PCK's service delivery from 61.6% (see R = 0.616 in table 4.24) to 62.5% (R = 0.625 in table 4.30). The other statistics such as the F critical (F = 16.419) and P – value (Sig. = 0.000) confirm that the computed effects are statistically significant at 95% CI. As such, an improvement in the corporation technological environment is likely to enhance the effect of HRD mechanisms on service delivery at PCK by 0.9% (62.9% - 61.6%).

The mediating effect was further analyzed by looking at the adjusted beta coefficients presented in table 4.32. The table shows the extent to which the introduction of technological environment variable impacts the contribution of the individual HRD mechanisms to the corporation's service delivery. The new mathematical model from the above computations is expressed as;

$$\text{Service delivery}_3 = .143 + .410 X_{1+} + .140X_2 + .132 X_{3+} + .008X_4 + 0.207 \dots \dots \text{model 4.4}$$

Even though the beta coefficients for all the four independent variables showed positive links with the service delivery metrics, only one of them (employee training) produced a statistically significant effect as evidenced by beta coefficient of 0.410 and a P-value of 0.000. As such, the most mediated aspect of HRD by the technological environment is employee training. This observation can be attributed to the fact an organization can only maximize the functionalities of the available technology when its workforce is properly trained and equipped with the required skills (Bawono, 2021).

By comparing the values presented in the model 4.2 and 4.4 as well as the statistics presented in the last three tables, it is evident that PCK's technological environment mediates the effects of HRD mechanisms on delivery of its services. Therefore, the null hypothesis that technological environment does not moderate the relationship between HRD mechanisms and delivery of services within PCK was rejected.

Table 4.33 General summary of test of hypothesis.

Hypothesis	Analysis Results	Conclusion
H0₁: Employee training has no significant effect on delivery of services within Postal Corporation of Kenya.	$p < 0.05$	Employee training has a significant effect in service delivery in Postal Corporation of Kenya.
H0₂: Employee welfare has no significant effect on delivery of services within Postal Corporation of Kenya.	$p < 0.05$	Employee welfare has a significant effect in service delivery in Postal Corporation of Kenya.
H0₃: Feedback has no significant effect on delivery of services within Postal Corporation of Kenya.	$p < 0.05$	Feedback has significant effect in service delivery in Postal Corporation of Kenya.
H0₄: Reward system has no significant effect on delivery of services within Postal Corporation of Kenya.	$p < 0.05$	Reward system has a significant effect in service delivery in Postal Corporation of Kenya.
H0₅: Organizational resources do not moderate the relationship between HRD mechanisms and delivery of services within Postal Corporation of Kenya.	$p < 0.05$	Organizational resources moderate the relationship between HRD mechanisms and the level of service delivery in Postal Corporation of Kenya.
H0₆: Technological environment does not mediate the relationship between HRD mechanisms and delivery of services within Postal Corporation of Kenya	$p < 0.05$	Presence of positive significant mediating role of technological environment on the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya.

Source; Researcher, (2025)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section gives summary of study major outcomes, study finding, conclusion as per collected and analyzed data as well as recommendations to policy makers, human resource practitioner and recommendations for further study.

5.2 Summary of Study Findings

Study generally purposed to determine effect of HRD mechanisms on service delivery in Postal Corporation of Kenya. In specific, study aimed at establishing effect of training, employee welfare, and feedback and reward system on service delivery in Postal Corporation of Kenya. The study further sought to establish moderating and mediating role of organizational resources and technological environment respectively.

From a target population of 400 respondents who comprised both clients and postal employees a sample of 240 respondents was obtained by simple random sampling technique and questionnaires administered for purposes of data collection. For purposes of ascertaining reliability of questionnaires, a pilot study was done before main study. From results of collected and analyses data HRD mechanisms were found to have significant effect on service delivery in Postal Corporation of Kenya.

The first specific objective sought to establish effect of training on delivery of services in Postal Corporation of Kenya. From regression analysis done results obtained showed that employee training has a significant effect in service delivery in Postal Corporation of Kenya.

The second specific objective sought to examine effect of employee welfare on delivery of services within Postal Corporation of Kenya. The outcome showed employee welfare has significant effect in service delivery in Postal Corporation of Kenya.

Thirdly study examined effect of feedback on delivery of services in Postal Corporation of Kenya. On this objective study outcome showed that feedback has significant effect in service delivery in Postal Corporation of Kenya.

Fourth objective sought to find out effect of reward system on delivery of services in Postal Corporation of Kenya. Regression results showed that reward system has significant effect in service delivery in Postal Corporation of Kenya.

Fifth objective aimed at determining extent to which organizational resources moderate relationship between Human Resource Development mechanisms and delivery of services within Postal Corporation of Kenya. Study outcome showed resources available moderate the relationship between HRD mechanisms and the level of service delivery in Postal Corporation of Kenya.

Finally, the study evaluated mediating role of technological environment on the relationship between Human Resource Development mechanisms and service delivery in Postal Corporation of Kenya. Results showed that there exists positive significant mediating role of technological environment on the relationship between HRD mechanisms and service delivery in Postal Corporation of Kenya.

5.3 Conclusion

In conclusion from the results analysis the studied HRD mechanisms play a key role in achieving quality service delivery in Postal Corporation of Kenya. The HRD mechanisms here found to have significant effect on service delivery in Postal Corporation of Kenya include; employee training, employee welfare, feedback, reward system, organizational resources and technological environment.

5.3.1 Employee training and service delivery in postal corporation of Kenya.

The first objective involved assessment of Postal Corporation of Kenya's efforts in training of employees and how such efforts affect delivery of services to its customers.

Employee training variable entailed activities and policies of the corporation that are aimed at enhancing skills and knowledge of employees which included delegation of duties to employees, deployment of employees to assistant positions, appointments

in different committees and provision of opportunities to gain formal training. The study established appreciable availability of such learning opportunities according to majority of sampled respondents. From the study findings we therefore conclude that employee training has significant effect on quality of services provided by Postal Corporation of Kenya to its clients.

5.3.2 Employee welfare and service delivery in postal corporation of Kenya

The impact of employee welfare on delivery of services at the Postal Corporation of Kenya was assessed in consideration of the corporation's policies facilitating free associations among employees, provisions for employees' health and recreational facilities. Overall perception of respondents showed level of service delivery at the corporation to be significantly linked to the extent to which the corporation takes care of employees' welfare in different aspects. However, specific aspects of employees' welfare were differently identified by respondents.

The corporation seemed to excel in facilitating free association among employees as observed by majority of respondents who agreed with all statements concerning association tendencies. The aspects such as corporation's promotion of employees' health and recreational welfare failed to meet expectations of sampled employees. Hence, based on study findings we therefore concluded that corporation's commitment to promote health and recreational welfare of employees would greatly enhance delivery of its services as observed from the significant statistical link between the two variables of service delivery and metrics of employee welfare.

5.3.3 Feedback and service delivery in postal corporation of Kenya

On the third objective, three main components of feedback in Postal Corporation of Kenya including means through which the corporation provides feedback to its members like official meetings and official memos were established to have statistically significant link with the level of service delivery at the corporation. The corporation was established to have effective feedback mechanisms as was acknowledged by majority of the respondents. Based on the study findings we

therefore conclude that feedback mechanisms included in the study collectively influenced delivery of services at the Postal Corporation of Kenya.

5.3.4 Reward system and service delivery in postal corporation of Kenya

To conclude the fourth objective, it is important to note that measures of Postal Corporation of Kenya's reward system have an effect on the delivery of services at the corporation. The dimension of the corporation's reward system like recognition, promotion and management's engagement with employees were recognized by majority of respondents in positive sense apart from corporation's provision of motivation package for excellent performance by employees. Based on the findings, the study therefore concluded that reward systems influence service delivery in Postal Corporation of Kenya.

5.3.5 Organizational resources at the Postal Corporation of Kenya and their moderating effects.

The objective on organizational resources established that Postal Corporation of Kenya is inadequately resourced in terms of financial capital and physical resources according to majority of sampled respondents. However, human capacity stood out as the most available resource within the corporation since most respondents agreed that the company has enough human capacity.

Besides establishing the direct relationship between the four mechanisms of Human Resource Development and delivery of services at the Postal Corporation of Kenya, different resources of the corporation were established to significantly moderate the combined effects of the HRD mechanisms on the corporation's service delivery. The introduction of organizational resources metrics into the interactions of the four HRD mechanisms provides a slight decrease on the effects of the four mechanisms on the corporation's delivery of services. As such the study concludes that organizational resources moderate the relationship between HRD mechanisms and service delivery at Postal Corporation of Kenya.

5.3.6 Technological environment of the Postal Corporation of Kenya and its mediating effects delivery of services

Since Postal Corporation of Kenya relies on different technologies to provide its services, the study sought to establish the aspects of the corporation's technological environment and the extent to which it may be mediating the effects of the four HRD mechanisms on service delivery. The examined aspects included the corporation's efforts in training of its employees on relevant IT skills and the available infrastructure. The corporation was acknowledged by majority of the respondents as having favorable technological environment, ranging from providing regular ICT training to equipping itself with relevant and modern ICT infrastructure to facilitate better delivery of services to the clients. The study concluded that technological environment has a significant role on mediating between HRD mechanisms and service delivery in Postal Corporation of Kenya.

5.4 Recommendation

Based on the foregoing findings the study recommends the following to the policy makers, human resource practitioners and future researchers.

5.4.1 Recommendation to inform Policy Makers

Since all the four HRD mechanisms were established to have significant effects on the quality of corporation's services, the study recommends deliberate planning for sound implementation of strategies to enhance training, reward, welfare, and provision of timely feedback to the corporation's workforce. Management of Postal Corporation of Kenya should prioritize each of the four HRD mechanisms for the corporation to be more competitive and relevant to the prevailing market.

Based on the study conclusions the researcher recommends that delegation of duties to employees as it can improve their motivation leading to improved service delivery. It is also important to deploy employees to assistant positions. The study also recommended their appointment in different committees as this would expose them to new skills in form of on-the-job training. Provision of opportunities to the employees to gain formal training should also be done regularly.

There is also a need for the corporation to promote employees' health and recreational welfare which failed to meet expectations of the employees. It is important for the corporation to improve the health centers and improve the quality of the services provided there. Transportation of employees to and from work should continue and also be made more efficient.

Recommendations were also made on the need to provide feedback to employees through official meetings and official memos which the study established to have statistically significant link with the level of service delivery at the corporation. Concerning the corporation's reward system, the study recommended that the corporation should recognize employees in various ways and also promote them to raise the levels of service delivery. Recognition can take the form of award for those who perform exceptionally well. Promotion of employees who qualify to move to next level was recommended.

As far as the study moderator is concerned the study concluded that organizational resources moderate the relationship between HRD mechanisms and service delivery at the Postal Corporation of Kenya. Based on this conclusion recommendation is made for more resources to be mobilized given that organizational resources play a key role in service delivery.

Finally, study concluded that technological environment has a significant role on mediating between HRD mechanisms and service delivery in Postal Corporation of Kenya, hence recommendations are made on the need for proper technological environment ranging from providing regular ICT training to equipping relevant and modern ICT infrastructure to facilitate better delivery of services to clients.

5.4.2 Recommendation to human resource practitioners

Based on the conclusions drawn from the research findings, human resource practitioners play a key role in the organizational human resource development mechanisms formulation and implementation it is therefore important for the human resource practitioner clear direction to the organization on relevant HRD mechanisms so as enable them gain competitive advantage over their competitors.

5.4.3 Recommendation for Future research

This study basically used only four independent variables which include training, welfare, feedback and reward system hence this gives room for more research to be done using other independent variables. The researcher also used organizational resources as a moderator hence giving room for more research using other moderators. Technological environment was also used as the mediator hence recommend for more research to be done using other mediating variable. Lastly this research was done specifically in Postal Corporation of Kenya hence more research can be done in a different organization as well as in other countries.

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APPENDICES

Appendix I: Introductory Letter

Questionnaires

Dear respondent

My name is Irene Ngii Mutuku, a PhD student at Kenyatta University, carrying out a research on human resource development mechanisms and service delivery in postal corporation of Kenya in selected counties. Your input is of great significance in enabling this research work be successful, I therefore kindly request for your co-
corporation. This questionnaire is intended for academic reasons only. The aim is to collect data on human resource development mechanisms in Postal Corporation of Kenya to find out how they affect service delivery in the organization. All the information will be treated with utmost confidentiality.

Yours sincerely



Irene Ngii Mutuku

Appendix II: Research Questionnaires

SECTION A: GENERAL CHARACTERISTICS OF RESPONDENTS.

Employees personal information.

1. How old are you? (Please tick as appropriate)

26– 35 yrs. 36 – 45 yrs.

46– 55yrs. Above 55yrs.

2. What is your highest level of academic qualification? (Please tick as appropriate)

Certificate Diploma Degree

Masters PhD

3. (i) Are there any other duties you perform in the organization besides your professional responsibilities? (Tick were appropriate)

Yes No

(ii) If yes in question 3(i) above state the duties.

4. Are you a permanent employee of this organization, on contract or a part time employee?

(Please tick as appropriate)

Permanent

On contract

A part – time employee

Clients personal information.

1. How old are you? (Please tick as appropriate)

26– 35 yrs.

36 – 45 yrs.

46– 55yrs.

Above 55yrs.

2. What is your gender? (Please tick as appropriate)

Male

Female

3. For how long have you been a client of Postal Corporation of Kenya? (Please tick as appropriate)

5-15 yrs

15-30yrs

Above 30yrs

SECTION B: HUMAN RESOURCE DEVELOPMENT MECHANISMS.

Employee Training (ET) and service delivery at postal corporation of Kenya.

4. Kindly use the point scale provided below to indicate your level of agreement by ticking one of the responses in the given statements.

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

		1	2	3	4
ET 1	Have been carrying out duties delegated to me by my supervisors.				
ET2	Have found the additional duties delegated to me have enabled me widen my knowledge and work experience.				
ET3	Have worked in an assistant position as an employee of this company.				
ET4	My seniors have been of great influence in determining my success in my position as an assistant.				
ET5	Have been appointed to take part in committee meant to deliberate on matters related to the services delivered by this company.				
ET6	Have participated in more than two committees meant to deliberate on matters related to the services delivered by this company.				
ET7	The organization has sponsored me for a formal training program				
ET8	The training received has widened my knowledge in my area of specialization				
ET9	The training received had positively impacted on my attitude to words my work as an employee.				

Employee Welfare (EW) and service delivery at postal corporation of Kenya.

5. Kindly use the point scale to show your level of agreement with the tabulated statements. Tick (√) accordingly.

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

		1	2	3	4
EW1	I am a member of Postal employee association.				
EW2	Have found Postal employee association to be of great benefit to me as a member.				
EW3	The company has health center facilities that a provide for the employees' health welfare.				
EW4	The health centers are able to provide quality health services.				
EW5	The health centers are able to provide prompt services to members.				
EW6	The company has recreational facilities that cater for the employee's recreation activities.				
EW7	The recreational facilities offer varied recreational activities to members.				
EW8	The company facilitates for the employee transportation to and from work.				

		1	2	3	4
FB 1	The company has a well stipulated feedback procedure that the company enable employees to get feedback on relevant areas and their level of service delivery.				
FB2	Feedback is always prompt with no delays.				
FB 3	The company management calls an official meeting to deliberate on matters touching on the delivery of services by the members.				
FB4	Members are given opportunity to air out their views without bias and intimidation.				

Feedback (FB) and service delivery at postal corporation of Kenya.

8. Kindly use the point scale to show the level to which you agree with the tabulated statements Feedback (FB) in postal corporation of Kenya. Tick (✓) accordingly.

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

FB 5	The management makes use of memos to communicate information to employees.				
FB6	Memos are normally clear to members and available to all members in good time.				
FB 4	The management compliments the work of employees.				

Reward System (RS) and service delivery at postal corporation of Kenya.

9. Kindly use the point scale to show the level to which you agree with the tabulated statements on Reward System (RS) in postal corporation of Kenya. Tick (√) accordingly.

Strongly disagree		Disagree	Agree	Strongly agree				
1		2	3	4				
				1	2	3	4	
RS 1	The company recognizes the good work done by individual employees.							
RS2	The company has a provision for a motivation package for work well done							
RS3	The company has a clearly outlined plan on bases of employee promotion							
RS4	I have been promoted several times since I began working in this company.							
RS5	The management of the company has engaged me in carrying out various duties to better the services delivered to our clients.							

SECTION C: Organizational resources and service delivery at postal corporation of Kenya.

10. The following statements seeks to find out about organizational resources (OR) in the company. (Please tick as appropriate)

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

		1	2	3	4
OR1	The company has enough physical resources in place.				
OR2	The company timely responds to the need for additional physical resources when need arise.				
OR3	The company has enough human capacity in place.				
OR4	The company timely replace human capacity in case of an exit.				
OR5	The company has enough capital to run its day to day activities				
OR6	The company has a reliable source of capital that enables it to run its day-to-day activities comfortably.				

SECTION D: Technological Environment and service delivery at postal corporation of Kenya.

11. The following statements seeks to find out about the company's technological environment (TE). (Please tick as appropriate)

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

		1	2	3	4

TE1	The company give it employee regular training on IT skills.				
TE2	The company is well equipped with modern and relevant ICT infrastructure.				
TE 3	The company's technological environment is able to attract customers to seek services				
TE 4	The company is able to update the technological infrastructure as need arise.				
TE 5	Employees within the company are conversant with the technology in place within the organization.				
TE 6	The company technological environment has been of great help in enabling the company delivers quality services to its clients.				

SECTION E: Service delivery (SD) and service delivery at postal corporation of Kenya.

5. Using the point scale provided below kindly show your level of agreement with the tabulated statements Service delivery (SD) in postal corporation of Kenya. Tick (√) accordingly.

Strongly disagree	disagree	Agree	Strongly agree
1	2	3	4

		1	2	3	4
SD 1	The service provided by the company are in line with the company's mission and vision statements.				
SD2	The services provided by the company are in line with the				

	international standards of service provision.				
SD3	The level of service delivery in the company is able to efficiently cater to the needs of our clients.				
SD4	The management of the company are able to closely monitor how employees are delivering the services to clients.				
SD5	Services offered to customers is done with high level of understanding.				
SD6	In case of any loss incurred by clients due to negligence of the company clients are assured of compensation.				
SD7	The services given to clients are highly reliable.				
SD8	The employees are able to show empathy to clients in case of service failure.				
SD9	Services offered to clients are tangible.				
SD10	The clients have a positive response to the services provided.				

Clients information on service delivery at Postal Corporation of Kenya.


4. using the point scale provided below kindly indicate your level of agreement by ticking one of the responses in the given statements.

Strongly disagree	Disagree	Agree	Strongly agree
1	2	3	4

		1	2	3	4
SD 1	The services received from the company are of high standard.				
SD2	The level of service delivery in the company is able to efficiently cater to my needs as clients.				
SD3	Services offered to customers are done with high level of				

	understanding.				
SD4	In case of any loss incurred by clients due to negligence of the company clients are assured of compensation.				
SD5	The services given to clients are highly reliable.				
SD6	The employees are able to show empathy to clients in case of service failure.				
SD7	Services offered to clients are tangible.				
SD8	The service providers are able to respond positively to clients' needs during service delivery.				

Appendix III: Approval of Research Proposal


**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: kubps@yahoo.com
dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 57530

Internal Memo

FROM: Dean, Graduate School

DATE: 24th July, 2023

TO: **Matuku Irene Ngii**
C/o Department of Business Administration
KENYATTA UNIVERSITY

REF: D86/CTV/38778/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL


This is to inform you that the Graduate School Board at its meeting 12th July, 2023 approved your Ph.D. Research Proposal entitled "Human Resources Development Mechanisms and Service Delivery in Postal Corporation of Kenya".

You may now proceed with your Data collection, subject to clearance with the Director General, National Commission for Science, Technology & Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed supervision Tracking and Progress Report Forms. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your thesis before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines. By copy of this letter, the Registrar (Academic) is hereby requested to grant you substantive registration for your Ph.D. studies.


Thank you



JOHN M. ODONGI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Department of Business Administration
Registrar (Academic) Att; Mr. Richard Chweya

Supervisors:

1.  Dr. Philip Wambua
C/o Dept. of Business Administration
Kenyatta University
2. Dr. Lawrence Wainaina
C/o Dept. of Business Administration
Kenyatta University

JMO/cso

Appendix IV: Research Permit



REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation

Ref No: 451011



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Date of Issue: 13/August/2024

RESEARCH LICENSE



This is to Certify that Miss. MUTUKU NGŪGĨ IRENE of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: HUMAN RESOURCE DEVELOPMENT MECHANISM AND SERVICE DELIVERY IN POSTAL CORPORATION OF KENYA for the period ending : 13/August/2024.

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