

**HUMAN RESOURCE MANAGEMENT PRACTICES AND SERVICE  
DELIVERY OF THE NATIONAL GOVERNMENT ADMINISTRATION  
NAKURU COUNTY, KENYA**

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### **Declaration By The Supervisor**

As the university supervisor, I have given my consent for this research project to be submitted to the university.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>DCC</b>	District County Commissioner
<b>DO</b>	District Officer
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>MTP</b>	Medium-Term Plans
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NGAO</b>	National Government Administration Officers
<b>PC</b>	Performance Contract
<b>PM</b>	Performance Management
<b>PMS</b>	Performance Management Systems
<b>PSCK</b>	Public Service Commission of Kenya
<b>HRM</b>	Management of Human Resources
<b>SPSS</b>	Statistical Package for Social Scientists

## OPERATIONAL DEFINITION OF TERMS

<b>Career Development</b>	The procedure via which an individual can change their status in their line of work. It is the process of choosing actions that will support long-term learning and balance chances for job growth with one's own requirements for psychological or physical fulfillment.
<b>Compensation</b>	Act of paying someone money or other valuables in return for their goods or work, or to cover the costs of any damage they may have had.
<b>Human Resource Management Practices</b>	The protocols and directives required to execute an organization's human resources operations, encompassing the recruitment of new employees, the enhancement of current staff, the oversight of performance, the determination of compensation, and the encouragement of employee involvement in decision-making.
<b>National Government Administration</b>	A component of the entire governmental apparatus is the Ministry of Interior and Coordination of National Federal, which operates as a federal agency within the president's office.
<b>Performance Management</b>	The process of making sure a collection of actions and results effectively and efficiently satisfies the objectives of an organization.
<b>Quality Service Delivery</b>	The government's provision of a good or service to the people as requested by the people
<b>Training</b>	Training is the transfer of specific information, competence, and physical fitness that may be immediately applied to practical skills, either for oneself or for others. The purpose of instruction is to improve proficiency, capacity, productivity, and performance.

## ABSTRACT

Despite the National Government Administrative Officers of Kenya making diligent efforts to address dissatisfaction with public services by revising their performance contracting policy, these attempts have consistently fallen short of meeting public expectations. This study aimed to evaluate how human resource management techniques impact service delivery in Nakuru City County's administrative branches. The research focuses on factors such as career progression, remuneration, service quality and performance management that influence service provision while using various theoretical frameworks like the SERVQUAL Model, Best Fit Theory Model of Service Delivery Resource-Based View theory and Configurational theory. In this research study, a descriptive research design was utilized. A census method was used targeting 111 government employees in this region, to evaluate the questionnaires; a random sample of 11 respondents. Self-administered questionnaires were used for primary data collection. The pilot study was conducted in Nyamira County. To enhance the capacity of research instruments to yield consistent findings across multiple trials, a preliminary evaluation of the questionnaire was conducted using a sample distinct from the main study group who were not part of the final research. The data obtained included both quantitative and qualitative factors. Content analysis was utilized to conduct qualitative research, which subsequently was presented in the form of themes and narratives. Quantitative data was assessed using SPSS version 25, the Statistical Package for Social Sciences Results indicate a positive correlation between training or compensation opportunities/career Based on the results, a positive correlation was observed between performance management and on quality service delivery of national government administration offices, Nakuru County Kenya with a Pearson correlation coefficient of  $r = 0.006$  and a significance value of 0.959. Further, a positive relationship was found between effect career development on quality service delivery of national government administration offices Nakuru County Kenya, with a correlation coefficient of  $r = 0.141$  and a significance value of 0.205. Furthermore, a significant association was noted between effect of training on quality service delivery of national government administration offices Nakuru County Kenya ( $r = 0.332$ , sig-value = 0.002). Finally there was a positive correlation between the effects of compensation on quality service delivery of national government administration offices Nakuru County Kenya ( $r = 0.248$ , sig-value = 0.024). The researcher concluded that The adoption of 360-degree feedback for performance monitoring might not effectively cover all essential components of an efficient performance management system. This implies that organizations need to carefully consider and address gaps in their performance monitoring strategies when incorporating 360-degree feedback. Employee promotion within the ministry is positively correlated with improved service delivery. This suggests that promotions are not only recognition of individual achievements but also contribute to enhancing overall service quality. This suggests that the government values and acknowledges exceptional performance. The study recommends that the government should implement mechanisms to regularly gather and consider employee views on the accuracy and fairness of performance management procedures. The researcher recommends that the government should implement and promote transparent criteria for employee promotion within the ministry. The researcher recommended that the government should establish and promote continuous education programs that encourage officers to engage in on-going learning and skill development. Finally the researcher recommends that the government should establish clear, quantifiable performance indicators that directly reflect the impact of public services on the community. The study recommends that a similar study to be done on the influence of human resource policies on service delivery in Kenya.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The demand for efficient and effective service delivery has grown significantly over the past two decades, making the successful implementation and use of human resource management practices crucial for organizations to improve service delivery. Performance contracting, introduced as a performance management initiative in state corporations, was designed as a strategy to address various performance challenges reported within government institutions. These challenges include inadequate planning, poor project management, resource wastage, neglect of public needs, and substandard service delivery (RoK, 2021).

Ramli (2019) describes service delivery as the way a service is provided to customers and the options offered to them. Similarly, Tawana, Barkhuizen, and Plessis (2019) consider service delivery as the approach to meeting customer needs and expectations. Gafar (2017) further explains service delivery as the interaction between an organization and its clients, where value is exchanged from the firm to the client. Various metrics are used to evaluate service delivery. Wagana, Iravo, Nzulwa, and Kihoro (2016) suggest that service delivery can be assessed through service accessibility, efficiency, service quality, and customer satisfaction. Intiswar and Rugami (2019), on the other hand, identify key components of service delivery as reliability, responsiveness, assurance, empathy, and tangible aspects involved in providing service.

Kenya's Vision 2030 is an ambitious development initiative launched in 2008, aimed at achieving national prosperity, stability, and an improved quality of life by 2030 (Caliskan, 2020). This vision emphasizes the role of the public sector in delivering measurable results that align with the needs and aspirations of the population, fostering the growth of a developing economy and society. This plan's implementation is organized into a sequence of Medium-Term Plans (MTPS), each lasting five years. According to George Mucai Mbugua (2017), Vision 2030 first medium-term plan is currently underway, with the second MTP (2013-2017) focusing on human resource reforms to enhance government productivity and efficiency.

Effective human resource management (HRM) practices are essential for delivering high-quality public services. Boselie (2019) discusses the significant improvements in global HRM practices within the public sector, attributing these advancements to globalization and the diverse range of public service offerings. Knies (2018) highlights that the effectiveness of customer service in government organizations is heavily dependent on human resources, which are fundamental to all management activities.

Despite acknowledging the importance of HRM practices, the direct link between these practices and organizational success is not entirely clear (Yamamoto, 2018). Nevertheless, a business's success often relies on enhancing staff productivity through effective management. This includes improving performance in areas such as technology integration, employee satisfaction, customer service, reputation building, customer retention, change implementation, and product development (Wright, Kroll, & Lado, 2018). According to research conducted in Israel by Adnan and Izzat (2017), organizational performance is greatly improved by strategic human resource management or SHRM. Companies in emerging countries, particularly in India, are increasingly adopting SHRM as a competitive strategy to improve performance (Swapna and Raja, 2017). Additionally, Ali and Nur (2018) argue that the success of Iraqi oil companies in a competitive market is due to strategic planning and effective staff management.

Globally, Khan and Chowdhury (2017) observed that India's public sector faced numerous challenges, leading to poor service delivery by government agencies. Key issues identified included slow service delivery, low customer satisfaction, high costs associated with obtaining services from government agencies, and widespread corruption. Additionally, Khan and Chowdhury (2017) highlighted accountability problems within the public sector, resulting in the loss of public assets designated for service delivery across various government agencies.

In the Germanic cluster, which includes Germany, Austria, and the Netherlands, HRM practices are characterized by employee participation, collective bargaining, individual and organizational goal-setting consultations, a conservative public sector, and substantial non-employment benefits and pensions through insurance schemes (Stavrou, 2019). Festing (2018) provides an analysis of how Germany's corporate governance, financial markets, legal system, and educational institutions influence HRM practices.

German national legislation mandates key high-performance work systems principles such as job security, extensive training, and employee participation, applicable across various companies. However, strategies like profit-sharing and selective recruiting have become popular and beneficial, even though they are not legally required.

The Charter for Public Service in Africa, endorsed in February 2001 in Windhoek, Namibia, at the third Pan-African Forum of Ministers of Public Service, sets the foundation for public service administration regulations across Africa. It aims to enhance the effectiveness and responsiveness of public services in African countries, but only a few governments, including South Africa, Swaziland, Gabon, Ethiopia, Uganda, and Tanzania, have ratified the charter (Manby, 2017). South Africa's motivation for developing the service charter was to maintain transparency by providing prompt, accurate, and accessible information to the public (Public Service Commission, 2018, as cited in Nigussa, 2019).

Regionally, in the 1990s, Ethiopia initiated administrative decentralization, allocating significant financial resources, power, and influence to local administrations, particularly during the second phase of the process (Besfat, 2018). Enhancing the efficacy and efficiency of public service delivery was the main objective. While studies indicate that decentralization improves public service quality, comprehensive information on its impact on exceptional public service provision remains limited.

Locally, human resource management is not widely implemented in Kenya and other African countries. The dominance of functional departments often hinders the integration of comprehensive systems within organizations. State-owned enterprises in Kenya typically underperform due to the significant influence of top executives, such as general managers and CEOs, on HR decisions. Global HR managers increasingly recognize that HRM encompasses a broad range of business and management topics beyond traditional areas. However, in Kenya, the need for effective HRM is often overlooked, leading to increasing employee dissatisfaction in various state-owned firms where their contributions are critical (Waweru, 2018).

Kiragu, Ikua, Kariuki, and Ikua (2019) noted that public service delivery in Kenya faces multiple challenges, such as interference by broker cartels, inconvenience in accessing services, unreliable service provision, lack of seamless service delivery, limited public

service centers, and slow service speeds. Additional obstacles include restricted access to information, high corruption levels, costly documentation processes, and numerous complaints about service quality (Mutinda & Kaswira, 2018). Against this backdrop, the current study aims to investigate the influence of staff competencies, electronic queue management, and the one-stop model on enhancing efficient service delivery.

### **1.1.1 Public Sector Service Delivery**

The growth and expansion of the public sector depend heavily on the provision of effective services. According to Kalava (2016), a business's capacity to provide reasonably priced services that satisfy clients' demands regarding cost, quality, and quantity is directly related to that business's success. In Kenya, inadequate governance is primarily responsible for ineffective service delivery. (Wesaya, 2017). Leadership plays a crucial role in service delivery by shaping company culture, which is essential for delivering effective services. Rather than imposing it, leadership should cultivate a positive company culture. Effective leadership involves clear and timely communication of the company's goals and objectives. Employees need to be committed to these goals and fully understand their roles to perform effectively.

Upadhyay (2020) defines the reliability aspect of service delivery as an organization's ability to fulfill its commitments regarding services, goods, pricing, and processes. Valenzo-Jiménez, Lázaro-López, and Martínez-Arroyo (2019) add that reliability also encompasses the ability to deliver organizational services in a responsible and accurate manner. Responsiveness is a key component in measuring service delivery. According to Upadhyay (2020), an organization's responsiveness in service delivery refers to the timeliness with which it addresses customer inquiries. Karanja (2019) further interprets responsiveness as the organization's willingness to meet customer needs and wants. This perspective is reinforced by Njau, Mutungi, and Mutinda (2019), who describe responsiveness as employees' willingness to deliver prompt and efficient services to clients.

Organizations aim to implement reward and recognition programs to motivate and acknowledge exceptional employee performance (Akinyi, 2018). In the public sector, service delivery often involves officials providing goods or services to those in need (McLennan, 2019). Randall and Senior (2018) emphasize that public servants are required to provide exceptional services that are in line with the changing needs and

expectations of the public. Key steps in delivering high-quality services include recruitment, selection, training, and performance management (Onchari, Iravo & Elijah, 2019).

Service delivery policies and procedures are designed to enhance employee and organizational engagement in tasks and decision-making (Tadesse, 2019). These policies include practices such as teamwork, diversity management, employee empowerment, open-book management, work-family balance initiatives, stock ownership plans, employee suggestion schemes, benefit-sharing programs, equal employment opportunities, affirmative action, and family-friendly work practices (Tadesse, 2019). An organization's commitment to implementing these strategies indicates strong governance (Tadesse, 2019).

Parasuman (2019) identifies ten key factors customers use to evaluate the services they receive: dependability, responsiveness, skill, accessibility, courtesy, communication, trustworthiness, security, comprehension of knowledge of the user, and palpability. Given the demand for excellent services and the evolving nature of organizational structures, it is important to assess the effectiveness of different approaches for measuring customer satisfaction. Mwangangi (2019) evaluated customer satisfaction in national government offices using the SERVQUAL methodology, which helps businesses translate client expectations and perceptions into specific guidelines to achieve desired service quality.

Hatry (2018) notes that in certain public organizations, "quality" refers to the manner in which services are delivered, including factors such as punctuality, user-friendliness, availability, assistance, and politeness. Service quality measures the extent to which services meet or exceed consumer expectations. Service charters set quality standards used to evaluate performance based on service recipients' expectations. This study assessed service delivery using indicators like customer satisfaction, response time, timeliness and accessible.

### **1.1.2 Human Resource Management Practices**

Researchers are continually enhancing our understanding of the organizational contexts in which Strategic Human Resource Management (SHRM) principles are applied (Masaiti & Naluyele, 2019). Although there is consensus that SHRM is universally

applicable, scholars have employed various approaches to analyze it. According to Samson (2016), strategic decisions regarding SHRM techniques have long-term impacts on multiple functional areas within an organization. In today's ever-changing business environment, organizations utilize strategic methodologies to optimize productivity by efficiently leveraging their workforce. This practice involves using comprehensive methodologies to formulate HR plans that encompass organizational elements, employee engagement, talent enhancement, recruitment, and reward systems.

Yamamoto (2018) emphasizes that strategic HRM is an ongoing process that requires senior management to continuously adapt to changes in organizational resources and market conditions. According to Armstrong (2020), SHRM practices help an organization's human capital grow emphasizing the long-lasting and vital role that HR operations play in Preserving competitiveness. According to Thiriku and Were (2018), the key responsibilities of SHRM include developing plans and policies, implementing best practices, improving knowledge management capabilities, and leveraging specialized teams to enhance cross-functional knowledge and skills. Performance management is an ongoing process focused on identifying, evaluating, and enhancing an organization's performance. Its mission is to match each worker's performance and ambitions with the organization's overarching goals (Aguinis, 2018).

By implementing strong processes and expanding manufacturing capacity, an organization can improve its overall performance (Puhakka, 2018). Effective performance management techniques must be flexible to adapt to changes in both internal and external environments. Regularly evaluating, adjusting, and aligning internal goals is crucial for maintaining alignment with corporate objectives. Performance management programs are well-regarded for their positive impact on service delivery in public sector organizations and government.

Engaging in professional development activities is beneficial for organizations as it nurtures talent, advances careers, and increases employee engagement (Noe, 2019). Employees in both the public and private sectors have concerns about career development due to incentives, job security, and overall improvements in service delivery (Armstrong, 2021).

Aroge (2021) describes training as education aimed at providing individuals with the precise abilities, attitudes, and understanding required to succeed in a given role. Mehlape (2017) underscores the importance of comprehensive training programs designed to enhance staff development, proficiency, and optimal performance. Efficient implementation of training and development activities is essential for optimizing staff performance and service delivery. However, challenges such as corruption and a lack of fiscal responsibility and transparency can impede these efforts.

Compensation, as defined by Ciarniene and Vienazindiene (2020), includes both financial and non-financial benefits, services, and recognitions that employees receive as a token of appreciation for their contributions to a company. Chaudhry (2017) argues that competency-based compensation, including salary and allowances, can improve service performance by influencing employee behaviour and increasing job satisfaction. Research has shown that salaries significantly impact employees' overall job satisfaction and morale (Supriyanto, Ekowati, & Maghfuroh, 2020; Pang & Lu, 2018).

### **1.1.3 National Government Administration**

Bagaka (2011) asserts that Public Administration (PA) was vital in aligning community development initiatives with Central Government objectives under the previous constitutional framework. The responsibilities of the Public Administrator (PA) encompassed advising and supervising government agencies, as well as overseeing various plans, programs, initiatives, and projects. Senior PA Officers supervised junior PA Officers, who reported directly to the President, as evidenced by Bagaka (2010) and Akech (2010).

Improving the efficiency of a county's public service delivery system is crucial to enhancing its capacity to serve residents (Makanyenza, Kwandayi, and Ikobe, 2019). According to a 2019 World Bank report, more efficient service systems are essential to promptly and effectively address current challenges faced by countries. However, Odalonu's 2021 research on improving local government service delivery did not specify the operational areas affecting service delivery or discuss strategies that could significantly enhance it.

Under the 2010 Kenyan Constitution, anyone employed by a state institution without holding an official position is considered part of the public service. This includes

government organizations acting on behalf of federal, state, or local governments, regardless of whether they receive financial compensation. The primary objective of public service is to achieve national development goals, focusing on improving citizens' welfare rather than financial rewards. Article 233 of the Kenyan Constitution establishes the Public Service Commission of Kenya (PSC) as the regulatory authority overseeing public service management. For more details on the powers, duties, and management of the Public Service Commission, refer to the Public Service Commission Act, No. 13 of 2012.

The Department of Provincial Administration has its roots in the colonial era when it was created to represent administrative power locally. Initially established by colonial authorities, its primary responsibilities included managing local committees and enhancing government field operations (Oyugi, 2019). Additionally, the department's duties included organizing state and federal events, supervising federal emergency response operations, maintaining law and order, safeguarding government property and buildings, handling national and civil registration, and promoting alternative conflict resolution methods (Nyanjom, 2011). The administrative structure in Kenya included roles such as Chiefs, Assistant Chiefs, District Commissioners (DCs), Provincial Commissioners (PCs), and District Officers (DOs) from the previous administration.

To align better with the nation's decentralized government structure and the current Constitution, Kenya's National Government Administration underwent significant reorganization. These changes reflect the integration of decentralized governance principles, standards, and values into a structure similar to county governments. This represents a substantial shift from the traditional approach of increasing authority and resources for local governments. County administrations, although historically operating within the newly established administrative framework, now have more political responsibilities (Collier, 2019).

## **1.2 Statement of the Problem**

Administrations have made structural as well as administrative changes to improve public service delivery, aiming to cut public spending, remove bureaucratic hurdles, and enhance public perception (Cameron, 2019). Despite these efforts, research shows that public dissatisfaction with service delivery remains high (Aligula & Gachanja, 2021).

For instance, Mitulla (2020) found that 34% of Kenyans are dissatisfied with the services they receive, indicating issues even within government-owned enterprises.

In response to dissatisfaction with public services, measures such as performance contracting have been introduced to improve service delivery through legislative changes. Despite implementing performance contracting in Kenya, NGO administrative officers still fall short of public expectations (Ang'anyo, 2019). Persistent barriers to accessing government services highlight the need for focused and effective measures to enhance service delivery (Tamrakar, 2020). Therefore, it is crucial to investigate the barriers to improved service delivery. This study examines how career advancement, compensation, training, and performance management affect service delivery in national government administrative offices.

The majority of studies on the connection between strategic human resource management (SHRM) and organizational performance have been carried out in developed nations like the US and the UK (Purcell, Marchington & Wilkinson, 2017); Grant, 2018). Katou and Budhwar (2017) suggest uncertainty about the effectiveness of certain HR practices in different contexts, indicating the need for studies in varied environments, especially in Africa. This study focuses on the direct relationship, supported by the contingency approach, between organizational performance and SHRM. It remains uncertain whether HR competencies can mitigate the negative correlation between service performance and SHRM practices. To fill a void in empirical research, this study aimed to explore how strategic human resource management techniques impact the quality of services offered by administration offices within National government.

Research has demonstrated a substantial correlation between employee performance and elements such as internal career growth opportunities, employee engagement, performance reviews, and training. In a cross-sectional study on the effect of strategic HRM initiatives on worker performance in Kenya's healthcare industry, Makhamara (2017) discovered that employee engagement, strategic training, hiring and selection practices, employee welfare initiatives, incentive and compensation plans, and hiring practices all had a significant impact on worker performance. However, the study revealed methodological flaws and environmental limitations.

Sagwa, K'Obonyo, and Ogutu (2019) conducted a study to investigate the link between the success of listed firms on the Nairobi Securities Exchange and Human Resource Management Practices (HRMP). Through cross-sectional survey methodology, results indicated a significant correlation between publicly traded firms' implementation of HRMPs and overall success. Although shortcomings were identified concerning prior comprehension frameworks and research techniques.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective of the Study**

The main objective of this study is to establish the effect of human resource management practices on service delivery of the National Government Administration Offices, Nakuru City County Kenya.

#### **1.3.2 Objectives of the Study**

- i. To establish the effect of performance management on service delivery of National Government Administration Offices, Nakuru County Kenya.
- ii. To examine the effect career development on service delivery of national government administration offices Nakuru County Kenya.
- iii. To determine the effect of training on service delivery of national government administration offices Nakuru County Kenya.
- iv. To establish the effect of compensation on service delivery of national government administration offices Nakuru County Kenya.

### **1.4 Research Hypothesis**

The study was guided by the following research hypothesis.

**H<sub>01</sub>:** Performance management has no statistically significant effect on service delivery of national government administration offices Nakuru County Kenya.

**H<sub>02</sub>:** Career development has no statistically significant effect on service delivery of national government administration offices Nakuru County Kenya.

**H<sub>03</sub>** Training has no statistically significant effect on service delivery of national government administration offices Nakuru County Kenya.

**H<sub>04</sub>:** Compensation has no statistically significant effect on service delivery of national government administration offices Nakuru County Kenya.

### **1.5 Justification and Significance of the Study**

The findings of this research will provide valuable insights for public sector policymakers, helping them to establish precise benchmarks and implement effective incentives and strategies to improve public service delivery efficiency. Additionally, this research will be beneficial for companies, local and federal governments, strategists, and human resource professionals in developing improved human resource policies and procedures for public service provision.

The Ministry of Labor will particularly benefit from the survey results, which can inform the creation of human resource management (HRM) plans. This could be a significant advancement for both public and private organizations, potentially sparking initiatives aimed at enhancing human resources. Furthermore, this study will be a valuable resource for scholars and future researchers, offering empirical literature that can serve as a foundation for subsequent research. The report's recommendations will provide new areas of study and opportunities for further exploration for academics and researchers.

### **1.6 Limitations of the Study**

Due to their rigorous schedules, particularly during fieldwork, some participants faced challenges in completely engaging in the surveys. In order to resolve this problem, the researcher employed a drop-and-pick approach, together with regular follow-ups through face-to-face meetings and phone conversations, to guarantee timely and thorough replies. If participants were reluctant to fill out the surveys because of emotionally upsetting or traumatic events, the researcher sent them a letter from the institution that explained the research's academic purpose. Participants were provided with assurance that the study had been comprehensively elucidated to them and suitable precautions were implemented to protect their welfare.

### **1.7 Scope of the Study**

The main objective of this study was to examine the effect of human resource management practices on the service quality in national government administrative offices in Nakuru County. The research assessed the impact of career development, compensation, performance management, training, and analysis on the service levels in these offices in Nakuru County, Kenya. Several theoretical frameworks were utilized, including the Resource-Based View, SERVQUAL Model, Configurational Perspective Theory, Best Fit Theory Model of Service Delivery, and Theory of Human Capital. A

descriptive research approach was adopted to fulfill the study's goals. The target group consisted of thirty-seven national government administration personnel in Nakuru County, including twenty-five assistant county commissioners, one county commissioner, and eleven deputy county commissioners. The study was conducted from December 2023 to November 2024.

### **1.8 Organization of the Study**

There are five main parts to the project. The first chapter provides a timeline of the historical background that is relevant to the research. The topic, goals, and research questions are then thoroughly examined, emphasizing their importance, range, and limitations. The document's second section explores the hypotheses in further detail, providing a thorough examination of the empirical literature, summarizing the results, and pointing out any knowledge gaps that currently exist. It also presents a framework that clarifies the relationships between the different components. An outline of the research approach is provided in the third chapter. The results of the data analysis are reported in Chapter 4 along with relevant commentary. Lastly, Chapter 5 provides a succinct analysis of the results, conclusions, suggestions, and possible directions for future research that could be useful.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter aims to offer an extensive review of the relevant theoretical and empirical literature concerning the subject area. The study focuses on specific areas requiring assessment, identifies deficiencies in the current knowledge, and explores the theoretical foundations to enrich the research framework.

#### **2.2 Theoretical Literature Review**

This study was built around the concept of the Resource-Based View. The SERVQUAL Model, the Best Fit Theory Model of Service Delivery.

##### **2.2.1 Resource-Based View Theory**

The Resource-Based View (RBV) was initially introduced by Penrose in 1959 and subsequently developed by other scholars such as Dierickx and Cool (1989), Barney (1996), Rumelt (1984), and Wernerfelt (1984). As highlighted by Wright, Dunford, and Snell (2001), the RBV paradigm currently holds sway among Strategic Human Resource Management (SHRM) researchers. According to Barney (1991), firms can achieve a competitive advantage by effectively leveraging their organizational, human, and material resources in ways that are difficult for competitors to replicate, primarily through strategic resource allocation. This perspective diverges significantly from earlier strategic frameworks (Miles and Snow, 2004; Porter, 2005), which predominantly focused on external factors such as competitors, customers, and market dynamics. The RBV delves deeply into the intricate interplay between organizational performance, strategy, and internal resources. To sustain a long-term competitive edge, nurturing and developing human resource capabilities is crucial, rather than solely relying on labour to meet short-term goals (Torrington, 2005).

This perspective emphasizes a departure from traditional strategic frameworks by focusing on internal resources, particularly human resources, as the primary source of competitive advantage. Human resources emerge as the most critical component in gaining a competitive advantage, as argued by Boxall (1996) and Armstrong (2010). The resource-based strategy aims to build organizations that outperform competitors in intelligence and flexibility by strategically recruiting and nurturing a skilled workforce.

The RBV, introduced by Wright and McMahan in 1992 (as cited in Ologbo et al., 2012), underscores the intrinsic value of human resources as a valuable asset that organizations can leverage for their advantage. Despite criticisms, including the argument that exceptional resources alone do not guarantee effective human resource management, the RBV has significantly influenced management theory by emphasizing the importance of resource management, particularly in HRM. It has prompted a shift towards addressing internal challenges rather than external ones, making it a valuable framework for effective resource allocation in organizations like the National Government Administration, aiming to enhance service delivery through performance management, career development, training, and staff compensation. The Resource-Based Theory is a fitting framework for this study, as the National Government Administration must optimize all its resources, encompassing performance management, career development, training, and staff compensation, to provide high-quality services.

### **2.2.2. Configurational Perspective Theory**

In 1973, Mintzberg introduced the Configurational Theory, which vigorously promotes the simultaneous alignment of an organization's external environment, HRM strategy, and business plan. This meticulous alignment between the company's strategy and HRM practices manifestly appears within the organizational structure, significantly impacting the firm's performance (Arthur, 1994). Boxall and Purcell (2003) assert that configurative theories comprehensively offer a robust framework for adeptly addressing HRM challenges. Sheppeck and Militello (2000) insightfully describe organizations as complex systems comprising intricately interconnected internal and external parts, best understood from a holistic perspective. This perspective emphatically emphasizes a systematic approach, highlighting intricate interrelationships among various components (Delery & Doty, 2006). Regardless of intent, any alteration to a component inevitably affects others. Configurative theories aim to explore how organizational development processes adeptly adapt to internal and external influences (Broedling, 1999).

In the 1980s, Configuration Theory rose as the predominant viewpoint in change literature, replacing Contingency Theory (Miller & Friesen, 1978). While diverging from contingency theory and a functionalist standpoint to some extent, the configurational approach shares the concept of adaptable "fit". Meyer et al. (1993) argue that configurational analysis thoroughly investigates the interaction among various elements

of an organization as a unified entity to develop a coherent structure. Conversely, contingency analysis takes a reductionist approach, considering structures, processes, and strategies as a whole unit rather than separately analyzing them.

Configuration Theory assists researchers in understanding the interplay and synergistic relationship between numerous components through processes and functions (Dess & Newport, 1993). Strategic fit, as per configuration theory, suggests mutual connections between various elements, emphasizing how diverse structures are interconnected and the need for coordination.

According to Wilkinson (2002), Configurational Theory is a paradigm aiming to offer a set of reliable HR practices promoting horizontal integration. The objective is to establish a correlation between these practices and other strategic arrangements to enhance vertical integration, thereby improving the company's performance. Configuration theorists argue that HRM requires an HR system to achieve vertical and horizontal integration. This underscores the importance of firms aligning their HR policies to enhance their competitive advantage and influence the delivery of government administrative services at a national level.

### **2.2.3 The Theory of Human Capital**

Schultz initially introduced the concept of human capital theory in 1961, which was further developed by Becker in 1962. This theory posits that individuals who engage in education and training will acquire greater knowledge and skills, leading to increased productivity and profitability. Becker (1964) divides human capital into specialized human resources, acquired through education and training directly relevant to a specific organization, and general human capital, gained through broader education and training covering skills such as literacy and numeracy. Education is sometimes referred to as "human capital" because it is seen as an investment in individuals that yields returns akin to financial investments, resulting in improved outcomes.

The concept of human capital significantly influences training strategies in Africa's public service sector, extending beyond mere economic advancement to encompass the costs associated with staff training. This framework proves highly resilient and effective in enhancing staff training for public service delivery in Africa. Ensuring that public administration staff receive education is paramount, particularly given the evolving needs and increasing expectations of the public (Oketch, 2014). Marginson (2019) points

out a limitation of human capital theory, namely its assumption that employee training directly impacts productivity and subsequent compensation. This notion profoundly shapes public perception regarding the link between education and employment. It underscores education as a form of economic capital and underscores its importance in determining employee productivity and job stability. However, the theory lacks a comprehensive explanation of how education enhances productivity, the factors contributing to growing economic inequality, and the significance of social status.

The importance of aligning staff training with broader public service objectives underscores the critical role of human capital in public service delivery. Strategic investment in human resources and training significantly influences worker productivity, thereby enhancing the effectiveness of public service delivery. Public services should view human capital as a vital investment asset. Employee training enhances the overall human capital of public services, thereby improving the quality of services provided to the public. Nonetheless, tailored training tailored to specific organizations remains crucial for professional development in the government sector, often focusing on the unique tools or methods employed by the agency. To enhance the effectiveness and efficiency of public service delivery, government training decisions must substantially impact the skills and capabilities of staff members. To ensure transparency, public services must employ monitoring and evaluation mechanisms due to the intangible nature of human capital (Riley, 2017).

The importance of aligning staff training with broader public service objectives underscores the critically pivotal role of human capital in public service delivery. Strategically investing in human resources and training significantly influences worker productivity, thereby greatly enhancing the effectiveness of public service delivery. Public services should perceive human capital as an exceedingly valuable investment asset. Employee training distinctly enriches the overall human capital of public services, thus markedly improving the quality of services provided to the public. Nevertheless, precisely tailored training adapted to specific organizations remains crucial for professional development in the government sector, often concentrating on the unique tools or methods utilized by the agency. To augment the effectiveness and efficiency of public service delivery, government training decisions must substantially impact the skills and capabilities of staff members. To ensure transparency, public services must

employ monitoring and evaluation mechanisms, owing to the intangible nature of human capital (Riley, 2017).

In the context of career development in the National Government Administration Offices in Nakuru County, Kenya, this theory underscores how investments in employee skills and training can directly impact the quality of service delivery.

#### **2.2.4 SERVQUAL (Service Quality) Model**

This study adopts the established framework of the original SERVQUAL model, commonly known as PZB, which was developed by Parasuraman, Zeithaml, and Berry in 1985 through focus group discussions. Through rigorous criteria, the researchers identified eleven distinct service delivery characteristics during these sessions to evaluate customer experiences. Service quality is influenced by attributes such as tangible quality, dependability, responsiveness, competence, accessibility, courtesy, communication, trustworthiness, security, and understanding. These attributes collectively constitute the foundation of service excellence.

In 1994, Parasuraman introduced SERVQUAL as a comprehensive tool for evaluating customers' perceptions of service quality in retail and service delivery settings. This framework comprises five fundamental elements: tangibles, assurance, responsiveness, empathy, and dependability.

SERVQUAL is utilized as a method to comprehend the perspectives and expectations of respondents, measuring service quality by juxtaposing a consumer's expectations with the actual service provided. Unlike satisfaction surveys, SERVQUAL concentrates on perceptions rather than the physical delivery of service. In 1994, Parasuraman et al. implemented significant revisions to the SERVQUAL measure to address issues such as outliers and high standard deviations in some surveys, striving for a more precise assessment of each element's value.

Grounded in the expectancy-disconfirmation paradigm, the SERVQUAL technique evaluates service quality by gauging the alignment or deviation between customers' initial perceptions of a service and their actual experiences. This model acts as the conceptual basis for constructing the scale and has exhibited its reliability through extensive utilization in various cultural contexts.

Despite its widespread utilization, SERVQUAL has encountered criticism from researchers. However, for firms to sustain a competitive advantage and foster growth, they must recognize service quality and customer satisfaction as fundamental principles. Companies need to assess these principles from the customer's perspective to gain a better understanding and meet their expectations. The significance of service quality lies in its association with heightened customer satisfaction, profitability, reduced expenses, enhanced client loyalty, and improved customer retention.

This study holds significance as it scrutinizes various categories and levels of service provision that contribute to heightened consumer satisfaction, leading to repeat transactions and a broader client base. The fundamental elements of the RATER model, comprising dependability, assurance, tangibles, empathy, and responsiveness, are crucial for ensuring high service quality. This methodology was employed in national government offices to evaluate the impact of human resource management techniques on service quality.

## **2.3 Empirical Literature Review**

Previous studies on the effect of human resource management practices on service delivery of the National Government Administration Offices, Nakuru City County Kenya were discussed here. The review was structured based on the objectives of the study. The objective had been to identify research gaps and develop a framework for addressing those gaps.

### **2.3.1 Performance Management on Quality Service Delivery**

Sharma, N., Sharma, T., and Agarwal (2016) conducted a study in India to assess public sector employees' perspectives on the effectiveness of a performance management system. Their main objective was to evaluate employees' perceptions regarding the fairness and accuracy of the system. The findings emphasized the potential for companies to improve performance management efficiency by integrating employee feedback. Additionally, the study indicated that employees' assessments of procedural correctness and fairness could serve as important indicators of systemic deficiencies.

Zvavahera (2017) conducted research in Zimbabwe to explore the potential advantages of an effective Results-Based Management System, with a particular emphasis on the significance of performance management. Using a mixed-method approach, the study

examined four ministries through surveys, interviews, and document analysis. The results highlighted shortcomings in Zimbabwe's public sector regarding effective performance management, despite efforts to motivate employees through performance appraisals. Similar to the previous study, this research underscores the importance of an effective Results-Based Management System in improving Zimbabwe's public sector performance.

In the scrutiny conducted by Ahenkan, Tenakwah, and Bawole in 2016, they delved into the intricacies of performance management practices within the Sefwi Wiawso Municipal Assembly of Ghana. Their research honed in on the hurdles faced in executing the assembly's performance management system (PMS). The methodology encompassed interviews with departmental leaders and employees, employing a case study approach, which was subsequently subjected to qualitative analysis. The research identified various obstacles hindering the assembly's PM initiatives, including insufficient management commitment, communication gaps, and limited resources. Its primary aim was to identify impediments rather than assess the effectiveness of the procedure. The study sought to evaluate the impact of HRM practices on service quality in national government administration offices.

Korir, Rotich, and Bengat (2015) examined the impact of performance management (PM) on service providers in Kenya, specifically focusing on the effects of performance contracts (PC) and service delivery charters amid public sector reforms. The research proposed integrating project management into broader management approaches to enhance service delivery efficiency. However, it heavily relied on existing data analysis and did not comprehensively evaluate whether current project management practices in the Kenyan Public Service were effectively achieving their intended goals. Despite Kenya's adoption of performance management since 2003, doubts persist regarding its effectiveness, particularly concerning discussions about replacing permanent employment with performance-based contracts. The research aims to collect firsthand observations and viewpoints.

Mutua (2019) emphasizes the significance of assessing how well performance management works in Kenyan public institutions after being in practice for an extended period. Despite some critics and government officials seeing performance reviews mainly as bureaucratic tools, their true usefulness is questioned. Nevertheless, it's crucial

to recognize that this research's focus and context might restrict its direct relevance in different settings.

### **2.3.2 Career Development on Quality Service Deliver**

According to Karavardar (2019), career growth and advancement primarily involve progressing to higher positions within a company and gaining a diverse range of professional experiences. An individual's organizational standing is indicated by their ability to achieve their professional development objectives, advance in their career, and receive salary increases. Motivating individuals to pursue their professional goals enhances employee retention, reinforcing their emotional commitment to the organization (Karavardar, 2019).

Kakuvi and Gachuga (2016) suggest that career development serves to close the disparity between current and future expected performance levels. Their examination of employee performance at the National Cereals and Produce Board within the public sector indicates that providing on-the-job training can elevate competencies, job satisfaction, motivational skills, and networking opportunities, consequently enhancing outcomes. Additionally, offering career coaching aids individuals in effectively navigating work-related challenges. However, the application of these principles may vary depending on organizational structures. For instance, the context of administrative staff in national governments might necessitate adjustments.

In their study, Dialoke and Nkechi (2017) identified a significant and positive correlation between the work performance of non-academic staff members and their career advancement at Michael Okpara University. Furthermore, research suggests that career development boosts the motivation of non-academic staff. Organizations with limited career advancement prospects experience higher rates of employee turnover, underscoring the importance of organizational support in fostering career growth. The current investigation specifically focuses on employees within the national government administration. Additionally, the study was conducted in a different setting from their previous research.

Obwaya (2018) investigated how career progression and educational attainment intersect in public primary schools in Starehe Constituency, Nairobi County, Kenya. The study found that advancing in one's career significantly boosts staff efficiency and involves offering opportunities to expand skill sets. Similarly, ongoing research in the national

government administrative offices in Nakuru City County aims to enhance service delivery through career advancement, performance assessment, and training. Conversely, the study emphasizes the importance of continuous learning, job mobility, career progression, and workforce distribution.

Manyasi et al. (2019) explored how organizational support for career advancement influences employee performance in Kenyan public institutions. Their findings highlight a positive relationship between organizational support and employees' educational performance, fostering stronger bonds between employees and supervisors. However, unlike previous studies, this research does not delve into the impact of strategic human resource management tactics on service quality enhancement, focusing solely on public institutions.

Nyambura and Kamara (2017) investigated the effects of career development initiatives on employee retention in Kenyan public organizations. Their research underscores the benefits of staff development, training, and mentorship in enhancing employee retention and recommends intensifying efforts in these areas to align with organizational objectives and bolster employee skills.

### **2.3.3 Training on Quality Service Delivery**

Luballo and Simon (2017) conducted a study on the impact of human resource management (HRM) practices on service delivery in Siaya County Government, Kenya. They emphasized that implementing HRM strategies significantly influences public service delivery. Their findings suggest that focusing on staff development through HRM techniques enhances service delivery. They also advocated for the enforcement of HRM-based laws to improve service delivery at all government levels. Although the study was conducted in Siaya County, this current investigation focuses solely on Nakuru County.

The importance of staff training in improving service delivery is emphasized by Luballo and Simon (2017). They urge HR professionals to provide specialized training aligned with employees' career aspirations. Additionally, they recommend establishing robust performance monitoring systems to ensure departmental outputs meet development objectives and enhance service delivery. They propose using performance scorecards as a framework for performance management, despite potential resistance from governing

bodies. Furthermore, they suggest employing quantitative, objective performance evaluation methods to ensure fair assessments.

To enhance service delivery, Luballo and Simon (2017) stress the need for county public service boards to have greater authority in the selection process. They also highlight the importance of assessing employees' competencies, attitudes, and behaviors, as these factors influence HRM operations and service delivery interaction. They acknowledge potential cultural variations affecting findings' applicability to decentralized power structures in developing countries.

Mwangi (2019) researched the impact of strategies on the productivity of small and medium-sized manufacturing businesses in Kenya. Their study underscores the necessity of incorporating human resource needs into the planning process for firm success. They suggest that productivity increases when workers receive assistance and training on management topics. Managers are encouraged to engage with staff, involve them in initiatives, and reward goal achievers. Creating a culture of staff suggestions for plan improvement is recommended. Unlike other studies, Mwangi's research specifically examines how strategic HRM initiatives influence service quality in Nakuru City County's national government administration offices.

Olayo (2018) investigated HRM practices' relationship with Kenyan parastatals' efficacy. Their study analyzed government-owned businesses' performance concerning hiring, training, and perceived corruption. Findings indicated a positive impact of HRM techniques, particularly worker training, on parastatal performance. While previous research focused on commercial parastatals, this study examines the national government's administrative offices.

Muraga (2019) examined strategic HRM practices' effect on Kenyan parastatals' operational effectiveness. Their study revealed a positive correlation between parastatal performance and staff training, influenced by a public service culture. However, no significant correlation between company success and employee performance was found. Offering various training opportunities to employees and aligning performance management with national development objectives were identified as strategies for improving performance. Unlike this study, which focuses on HRM approaches in service delivery, Muraga's research solely focuses on Kenyan parastatals.

Wamwayi (2016) emphasized staff training's importance in public enterprise success. The study highlighted challenges related to insufficient financial resources for training sessions, potentially compromising service quality. Assessing training needs' impact on people management effectiveness was stressed. The research found that training factors significantly influenced employee performance, focusing on public enterprise performance and HRM practices' impact on service provision.

Matui (2017) emphasized training's significant impact on employee performance, resulting in increased productivity and job satisfaction. Good training enhances skills, aptitude, and capacity, leading to improved service standards. Unlike Matui's study, this research examines how HRM policies influence service provision, particularly focusing on worker performance.

Khaemba's (2017) research explored employee development and training's impact on Kenya's Kakamega County General Hospital's operational efficiency. They identified a positive association between these factors, emphasizing induction meetings' importance in enhancing staff performance. While it focuses on a single firm, the research investigates strategic HRM practices within federal administrative offices.

Akter (2016) examined variables influencing worker performance in Bangladesh's apparel manufacturing sector. A positive association between staff development and performance was revealed. Although its scope is limited to a specific industry and country, the findings support staff development and training's importance in enhancing performance.

Olusoji and Adedayo's (2017) research focused on aligning corporate objectives with staff training and development. A strong correlation between training and development and long-term organizational goals was highlighted, suggesting a significant influence on bank service quality. In contrast, this research primarily investigates how strategic HRM tactics affect service provision in government offices, with less emphasis on organizational objectives.

### **2.3.4 Compensation on Quality Service Delivery**

An investigation conducted by Mmbusa in 2019 found that indirect remuneration notably improves employee performance. Competitive remuneration packages can boost employee motivation, decrease staff turnover, and enhance employee commitment and productivity. A study by Mutiso (2013) suggested that compensation management

significantly impacts the quality of services provided by secondary school teachers in Taita Taveta County. The research identified unclear compensation systems as the primary cause of dissatisfaction among Teachers Service Commission employees, leading to a decline in service quality. Various factors, including job responsibilities, pay equity, and competitiveness, can affect direct compensation such as salary and bonuses (Bohan, 2014). Nagaraju and Pooja's (2017) research demonstrated a strong correlation between employee pay and productivity in private and public sector banks in Karnataka.

Mayson and Barret (2016) stressed the importance of offering competitive pay and benefits to attract and retain top talent, thereby fostering organizational growth and success. Inés and Pedro (2015) uncovered a significant relationship between marketers' compensation plans and individual as well as organizational performance. Ahmed and Ahmed (2019) highlighted the necessity of implementing indirect compensation to attract and retain highly skilled workers, thereby boosting morale and productivity. Mphil et al. (2014) discovered a modest positive correlation between indirect compensation and performance in their study, suggesting a slight association between higher levels of indirect compensation and improved performance.

Research indicates that providing pay options such as health benefits and security incentives can enhance employee productivity and personal development (Kamoni et al., 2017). Zirra et al. (2019) provided empirical evidence supporting the idea that offering additional benefits like health insurance and retirement plans enhances employee performance. Chukwuma and Kifordu (2018) argued that since prerequisite perks significantly affect employee morale and output, they should be improved. A 2019 study by Hameed et al. found that offering pay and incentives positively impacts employee engagement and organizational success. Ngui, Elegwa, and Gachunga (2018) noted that incentives and rewards influence the performance of commercial banks in Kenya, emphasizing the importance of providing both monetary and non-monetary incentives. They suggested further investigation to understand how such incentives affect the operations of foreign non-governmental organizations in Kenya.

## 2.4 Summary of Literature Review and Research gap

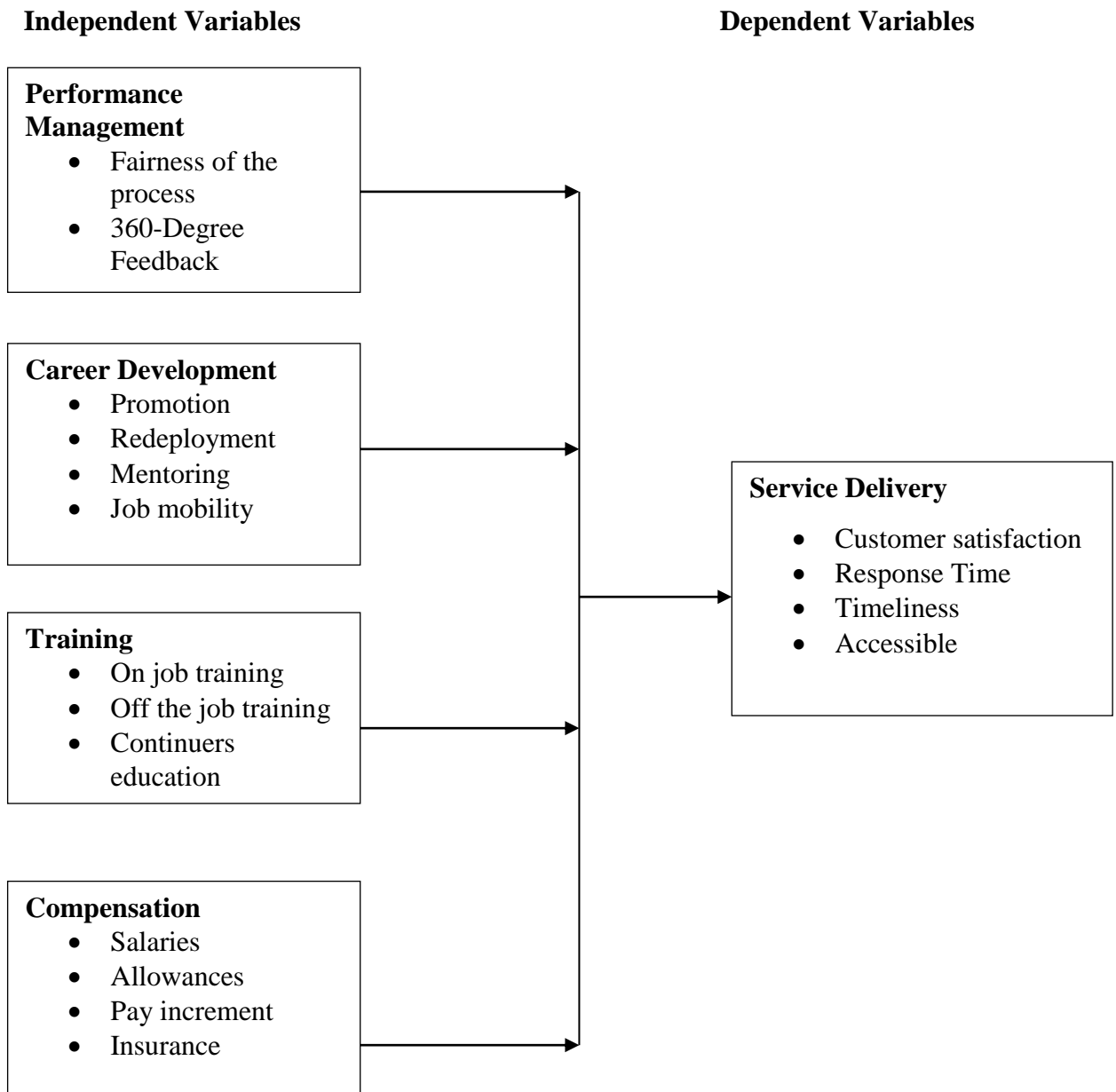
**Table 2.1: Literature Review and Research Gap**

<b>Authors</b>	<b>Study</b>	<b>Findings</b>	<b>Research Gap</b>	<b>Focus For Current Study</b>
Sharma, N., Sharma, T., & Agarwal (2016)	To look at how public servants see the performance management system's efficacy.	The research findings indicate that employee perceptions regarding the accuracy and fairness of performance management can be valuable indicators of process inefficiencies. Organizations can utilize appraisee feedback to enhance performance management and ultimately increase effectiveness.	The study focused on two key elements of a successful performance management system: employee perceptions of the fairness and accuracy of the PM process. The study left a hole in the empirical information needed for this analysis.	The study centres on the national government administration offices in Nakuru County, Kenya, and their quality service delivery in relation to many human resource management techniques.
Ahenkan, Tenakwah & Bawole (2016)	An analysis of the difficulties the Sefwi Wiawso Municipal Assembly has had in putting its Performance Management System (PMS) into practice.	According to the findings of the study, the performance management strategies implemented by the assembly were ineffective for a variety of reasons. These reasons included inadequate communication, a lack of commitment from management, a lack of training or the capacity to establish clear targets or objectives, inadequate performance measurement and evaluation criteria, an absence of an effective system for rewarding good performance, and inadequate funding for the implementation of	The study's only contribution was the identification of performance management techniques for the problems the Sefwi Wiawso Municipal Assembly faced. The findings left a gap in understanding.	The study focuses on the national government administrative offices in Kenya's Nakuru county and career development and quality service delivery.

Nyambura and Kamara (2017)	Impact of career development strategies on staff retention in public institutions in Kenya.	PMS. The study discovered that staff retention benefited from both mentorship and training and development.	The research was restricted to public universities in Kenya.	This study focuses on Career development in quality service delivery
Olayo (2018)	Relationship between HRM and parastatal efficacy in Kenya.	It was discovered that human resource management techniques significantly improved parastatal performance.	The primary focus of the study was the management and personnel of Kenyan commercial parastatals. 240 respondents were chosen at random from 10 parastatals using the cluster random sample approach.	This study's particular goal was to determine how training affected the national government administrative offices in Nakuru County, Kenya, and how well they delivered services.
Zirra et al. (2019)	Impact of fringe benefit on employee performance	The results of the study demonstrated that workers put in more effort and are more productive when they are offered more health benefits.	The prior study centered on examining how fringe benefits impact employee performance, whereas the current study places its emphasis on human resource management techniques and the delivery of high-quality services.	The research is centered on examining the administrative offices of the national government within Nakuru County, Kenya, and their approaches to human resource management and the delivery of high-quality services.
Ekhsan & Othman (2019)	Examining HRM practices from the perspectives of Malaysian and Japanese-owned businesses.	Human resources could play a role either from the initiation of the process or during its implementation in the formulation and execution of business or corporate strategy.	This viewpoint was self-reported, which may have resulted in bias and may not give trustworthy facts regarding real practices. The empirical gap was not filled.	This research focused on the expert gathering of data with the aim of reducing the impact of bias.
Michie&Sheehan (2015)	A survey of firms from both	The performance metrics of the firm are closely interconnected	The study concentrated on a specific type of responder. A	This study focused on a multiple respondent's

	manufacturing and service sector in the UK	with its HR strategy.	methodological gap existed.	response approach
Sharma, N., Sharma, T., and Agarwal (2016)	Effectiveness of Performance Management System in India	Employees perceive performance management systems as potentially fair; integrating feedback can enhance efficiency.	Lack of exploration into the systemic deficiencies identified by employees' perceptions.	Assess how procedural fairness influences performance management efficiency in Kenyan public sector.
Ahenkan, Tenakwah, and Bawole (2016)	Performance Management Practices in Ghana	Identified obstacles such as insufficient management commitment and communication gaps in performance management practices.	Lack of assessment on how these identified barriers specifically affect service quality in local government contexts.	Focus on the impact of identified barriers on service quality in national government administration offices in Kenya.
Karavardar (2019)	Career Development and Employee Retention	Career growth correlates with retention; organizational support enhances emotional commitment to the organization.	Lack of specific focus on how career development initiatives impact service delivery quality in public sector settings.	Assess the influence of career development on service delivery quality in Kenyan national government administration offices.
Mutua (2019)	Assessment of Performance Management in Kenyan Public Institutions	Critiques performance reviews as bureaucratic tools, questioning their usefulness despite their established practice.	Insufficient exploration of the effectiveness of performance management systems in enhancing service delivery outcomes	Evaluate the actual impact of performance management systems on service delivery in Kenyan public institutions.
Obwaya (2018)	Career Progression in Public Primary Schools	Career advancement significantly boosts efficiency, emphasizing skill development opportunities.	Lack of exploration into how these career progression opportunities specifically impact service delivery in public administration.	Analyze the relationship between career progression and service delivery in national government administrative offices in Nakuru City.

## 2.5 Conceptual Framework



**Figure 2.1: Conceptual Framework**

**Source: Researcher 2024**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter offers a thorough exploration of the research methodologies utilized in the study. Among the many aspects that are covered are the study design, the sampling strategies for the population that is being targeted, the methods for acquiring data, the preliminary testing, the evaluations of validity and reliability, the approaches to data processing, and the ethical issues that are involved.

#### **3.2 Research Design**

In this research study, a descriptive research design was utilized. The major purpose of this research is to evaluate the ways in which the utilization of human resource management strategies impacts the quality of service provided within the administration of the national government. Taking this strategy is consistent with the primary objective of the study. Descriptive design not only fits the study objectives better but also offers practicality, efficiency, and cost-effectiveness compared to other designs. This is because it can eliminate the need to alter variables or collect data from the same individuals over extended periods.

#### **3.3 Target Population**

The primary demographic of interest for this study comprises 111 administration officials from the national government of Nakuru County. Twenty-four county commissioners, eleven deputy county commissioners, and seventy-five auxiliary county commissioners make up this group. The selection of the specialists was predicated on their expertise and capacity to provide accurate and pertinent information for the inquiry. The subsequent table presents a succinct synopsis of the distribution of the target population.

**Table 3.1: Target Population**

<b>Levels</b>	<b>Population</b>
County commissioner	1
Deputy county commissioner	11
Assistance County Commissioners	75
Senior Chiefs	24
<b>Total</b>	<b>111</b>

**Source: Researcher Adopted (County Commissioner Office Records, 2023)**

### **3.4 Sampling Design**

The research employed a census methodology to encompass the entirety of the target population. A census, as described by Mugenda (2003), is a sampling procedure that encompasses every individual or object within a population. The researcher included all 111 administrative officers in Nakuru County in this survey, ensuring that it was conducted with clear and defined objectives.

### **3.5 Data Collection Instruments**

The primary method employed for data collection entailed the dissemination of structured questionnaires to individuals. These surveys comprised closed-ended questions offering participants a diverse range of potential responses. The objective of distributing the questionnaire was to solicit the opinions and perspectives of specific individuals regarding the aims of the study. This approach was deemed the most suitable owing to the nuanced technical attributes of the scale items and the necessity to evaluate the reliability of participant responses. Participants were afforded a grace period of four days prior to the commencement of survey collection to complete the questionnaires.

### **3.6 Data Collection Procedures**

At the outset, the researcher supported the process of securing authorization from the Nakuru County Commissioner through a field letter issued by Kenyatta University. To expedite the research proceedings, approval for collecting respondent data was also sought from the National Commission for Science, Technology, and Innovation (NACOSTI). The NACOSTI research clearance letter and the institution's introduction letter explicitly specified the researcher's name and the purpose of the study. Once the required clearances were obtained, a pilot study was conducted to validate the research

questionnaire. The researcher and research assistants carried out this validation procedure to assess the efficacy and efficiency of data-gathering techniques. Subsequently, the researcher distributed the questionnaires to the respondents, allowing them approximately ten days to complete them. Once the researcher was confident that the participants were actively engaging, the questionnaires were collected and prepared for coding and analysis.

### **3.7 Pilot Test**

A preliminary study was conducted in Nyamira County, involving eleven randomly selected respondents who were not part of the final research sample. They participated in completing the assessment questionnaire. According to Mugenda & Mugenda's (2003) study, this sample size is deemed sufficient for the pilot project, representing approximately 10% of the total intended sample. A pilot test entails an initial and restricted implementation of the procedures intended for use in the broader investigation.

#### **3.7.1 Validity of the Research Instruments**

Mugenda (2009) explains that content validity concerns both the reliability and importance of a study's findings. It involves assessing how accurately the results of data analysis represent the phenomenon being studied. To ensure the validity and usefulness of the research tools, the researcher actively sought feedback from experienced graduates, educators, and other experts. Their suggestions were incorporated into the latest versions of the instruments. Additionally, piloting was conducted to strengthen the credibility of the study tools by identifying any factors that might lead to inaccurate results during data collection. An initial investigation was carried out in Nyamira County, which was outside the authorized research area.

#### **3.7.2 Reliability of the Research Instruments**

The consent process ensures that participants fully and voluntarily comprehend the risks and benefits associated with the study. Both the institution's and NACOSTI's letters, which endorsed the study, were forwarded to the respondents. Every participant provided their consent. To safeguard the anonymity of participants, codes unrelated to any specific individual or educational institution were utilized instead of their identities. The findings of the study were exclusively utilized in scholarly contexts. As participants were permitted to complete the questionnaire in a private, self-paced manner, they did not encounter any psychological distress or shame. Participants were assured that the

information they supplied would be kept strictly confidential and utilized solely for educational purposes.

### **3.8 Data Analysis Technique**

To analyze data effectively, a substantial amount of data needs to be collected, organized, and interpreted systematically (Cooper & Schindler, 2003). This involves using statistical methods to summarize the data, identify patterns, and make the information more understandable. The collected data includes quantitative data. Qualitative analysis involved content analysis to uncover themes and narratives. Quantitative data analysis was conducted using Statistical Package for the Social Sciences (SPSS) version 25, a commonly used software in the social sciences. Descriptive statistics like percentages, frequencies, standard deviation, and mean were used to present the data. Relationships between variables were examined using inferential statistics, and the results were presented through tables and narratives. Inferential statistics were also employed to assess correlations between variables, followed by the use of a multivariate regression model to achieve this objective.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y= Quality service delivery of national government administration offices in Nakuru county.

e= error term,

$\beta_1, \beta_2, \beta_3, \beta_4,$  = Regression weights for each variable,

$X_1$ = Performance Management

$X_2$ = Career Development,

$X_3$ = Training

$X_4$ = Compensation

### **3.9 Ethical Considerations**

The permission process ensures that subjects are participating in research willingly and fully aware of the advantages and disadvantages that may arise. The grantees received a letter from NACOSTI authorizing research as well as one from the institution. Every participant gave their permission. Instead of using the participants' real names, non-

personal and non-institutional codes were used to preserve their privacy. The study's conclusions were only used for scholarly purposes. Participants in the study were not subjected to psychological distress or guilt, and they were allowed to do the questionnaire at their own pace and in privacy. Participants received guarantees that the data they submitted would be kept private and used only for scholarly purposes.

## CHAPTER FOUR

### FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This chapter examines how human resource management (HRM) practices impact the quality of services in the public sector. It begins by discussing the response rate, and then delves into a detailed analysis presenting both descriptive and inferential findings. These findings align closely with the research objectives.

#### 4.2 Response Rate

Maxwell (2015) explains that the response rate refers to the percentage of surveys that are completed, returned, or collected relative to the total number of questionnaires distributed to respondents.

**Table 4.1: Response Rate**

No. of respondents	No. of questionnaires Returned	Response Rate (%)
111	83	75

Out of the 111 questionnaires distributed, 83 were completed and returned successfully, yielding a response rate of 75%. According to Mugenda & Mugenda (2003), response rates of 50% are acceptable, 60% are favorable, and 70% or higher are highly satisfactory. Therefore, this research attained an exceptionally high response rate.

#### 4.2.1 Reliability Testing

**Table 4.2: Results of Reliability Testing**

Study Variable	Number of Items	Cronbach's Alpha Coefficient
performance management	5	0.849
career development	5	0.917
Training	5	0.912
Compensation	5	0.903
service delivery	4	0.973

Reliability testing assesses the consistency and stability of a research instrument in measuring a specific concept across repeated trials. Table 4.2 provides the results of

reliability testing for various study variables using Cronbach’s Alpha, a coefficient that indicates internal consistency. Cronbach’s Alpha values range from 0 to 1, with higher values indicating greater reliability. Generally, a coefficient of 0.7 or above is considered acceptable. In this study, all variables exceed this threshold, suggesting strong reliability. For example, the service delivery variable has an Alpha of 0.973, the highest among the variables, indicating an extremely consistent set of items. Other variables, such as performance management (0.849), career development (0.917), training (0.912), and compensation (0.903), also show high reliability, supporting the consistency of the instrument used in measuring these dimensions.

### 4.3 Respondents Details

The study analyzed the data gathered from participants, with particular attention to their gender, age, and level of education.

#### 4.3.1 Gender of the Respondents

The researcher found the distribution of genders among the responses intriguing. The detailed breakdown of respondents' genders is presented in Table 4.3.

**Table 4.3: Gender of the Respondents**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Male	49	57%
Female	34	40%
<b>Total</b>	<b>83</b>	<b>100</b>

According to the data, it is observed that 40% of participants identified as female, while 57% identified as male, indicating a male majority. This suggests that the study maintains fairness and impartiality, demonstrating a committed effort to include individuals of all genders.

#### 4.3.2 Age of the Respondents

The researcher aimed to ascertain the age range of the volunteers. Table 4.4 illustrates the distribution of respondents among various age groups.

**Table 4.4: Age of the Respondents**

Age	Frequency	Per cent
21-30 Years	15	18
31-40 Years	29	34
41 – 50 years	22	26
Above 50 years	17	20
<b>Total</b>	<b>83</b>	<b>100</b>

The statistical data reveals that 18% of the participants were aged between 21 and 30, 34% fell within the 31 to 40 age range, 26% were aged 41 to 50, and 20% were 50 or above. These findings underscore a notable proportion within the 31 to 40 age range. Hence, their insights and expertise are likely to be valuable and pertinent to our inquiry. The primary aim of the 1/3 gender rule, as stipulated in the Kenyan Constitution, is to limit the number of elected or appointed positions in public institutions to a maximum of two-thirds for each gender.

#### 4.3.3 Highest Level of Education

The study evaluated the highest level of education achieved by the respondents, and the analytical results are displayed in Table 4.5.

**Table 4. 3: Highest Level of Education**

	Frequency	Percentage
Secondary school	25	29
College	26	31
Undergraduate	13	15
Postgraduate	19	22
<b>Total</b>	<b>83</b>	<b>100.0</b>

Among those surveyed, 25 participants, accounting for 29%, reported having finished secondary school. 31% of the surveyed individuals indicated they had achieved a college education, while 15% mentioned completing undergraduate studies. Additionally, 22% claimed to have completed postgraduate studies. These results imply that the respondents possess the requisite knowledge to provide accurate responses to the survey.

## 4.4 Descriptive Findings and Discussions

This section presents key observations and descriptive results that align directly with the study's goals. Data analysis involved using measures of spread (like standard deviations) and measures of central tendency (such as means). The analysis was finalized using a Likert scale with five points: 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree.

### 4.4.1 Performance Management

The goal of the study was to look at service delivery and performance management at the National Government Administration Offices in Nakuru County. Process fairness served as the operationalization for performance management. 360-degree feedback incentives and acknowledgement. Table 4.6 displays the descriptive data related to performance management.

**Table 4.4: Descriptive Results on Performance Management**

<b>Statement</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std</b>
Process inefficiencies can be identified with the help of employee views of the accuracy and fairness of performance management procedures.	83	1	5	4.000	1.240
When adopting 360-degree feedback for performance monitoring, the majority of the essential components of an effective performance management system are disregarded.	83	1	5	4.084	1.073
Performance management Strategies in the institution can be enhanced by effective communication	83	1	5	4.193	1.109
To improve efficient service delivery in the public sector, performance management has to be integrated into broader management processes.	83	1	5	4.409	0.541
Employee recognition and reward ensure that employees are motivated and hence effective in service delivery	83	1	5	3.903	1.164

The results indicate that a significant portion of participants agreed, with an average rating of 4.000 and a standard deviation of 1.240. Exploring employees' views on the accuracy and fairness of performance evaluations could uncover operational inefficiencies. Moreover, a notable number of participants (average score: 4.084, standard deviation: 1.073) believe that incorporating 360-degree feedback into evaluations might overlook important aspects of effective performance management. Many participants (average score: 4.193, standard deviation: 1.109) agreed that improving communication channels could strengthen performance management strategies within the organization, supported by a mean score of 4.193. Additionally, a considerable percentage of participants strongly support integrating performance management into broader organizational strategies to enhance public sector service delivery (mean = 4.409, standard deviation = 0.541). Survey results (average score: 3.903, standard deviation: 1.164) clearly show that a majority of respondents believe motivating and appreciating employees is crucial for enhancing motivation and service delivery, aligning with Ahenkan, Tenakwah, and Bawole's (2016) research. The organization's performance management deficiencies may stem from various factors, including ineffective goal-setting and communication, lack of management commitment, inadequate training, ineffective reward systems, insufficient funding, and limited resources for integrating these strategies into broader organizational processes.

#### **4.4.2 Career Development.**

The study focused on evaluating how career development impacts service delivery at the Nakuru County National Government Administration Offices. Career development was measured through job mobility, mentorship, redeployment, and promotion. Table 4.5 displays descriptive data concerning performance management and respondents' viewpoints. Furthermore, Table 4.7 provides descriptive data regarding career growth.

**Table 4.5: Descriptive Results on Career Development**

<b>Statement</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std</b>
Employee promotion in the ministry promotes service delivery	83	1	5	4.108	1.199
The regular redeployment of officers enhances effective service delivery	83	1	5	3.904	1.122
There is a regular mentorship program which enhances service delivery	83	1	5	3.976	1.047
Career development makes staff feel that the government has fulfilled their role in the psychological contract which improves service delivery	83	1	5	4.121	1.108
Job mobility in the ministry ensures employees deliver government services even to the interior part of the county.	83	1	5	4.289	0.819

The results indicate that most respondents agreed on several points. Firstly, they acknowledged that advancement opportunities within the ministry are linked to improved service delivery (mean = 4.108; standard deviation = 1.199). Additionally, they recognized the importance of regular officer redeployment for enhancing service performance (mean = 3.904; standard deviation = 1.122). The survey also revealed agreement among participants regarding the positive impact of regular mentorship programs on service delivery (mean = 3.976; standard deviation = 1.047). These findings align with Madar's (2016) argument that personnel development, ongoing training, and related inputs are crucial for improving service delivery through continuous improvement efforts. Moreover, the majority of respondents agreed that professional development enhances service delivery by fostering a sense of fulfilment in their relationship with the government (mean = 4.121; standard deviation = 1.108). Furthermore, participants reached a consensus on the importance of mobility between different positions within the ministry for effectively providing public services,

especially in remote areas (average rating = 4.289, standard deviation = 0.819). These findings are consistent with a study conducted in 2017 by Michael Okpara University, Dialoke, and Nkechi, which identified a significant correlation between employee engagement, career advancement opportunities, and the performance of non-academic personnel. Nyambura and Kamara (2017) highlighted the beneficial effects of training programs and mentorship on worker retention. According to their findings, offering more opportunities for training and development could enhance proficiency in critical organizational domains, thereby potentially increasing employee retention rates.

#### 4.4.3 Training

The study endeavored to assess how service delivery and training impact the functionality of the National Government Administration Offices within Nakuru County. Training, in this context, encompasses a spectrum of learning experiences including on-the-job, off-the-job, and ongoing education. Detailed statistical insights into the training data are depicted in Table 4.8.

**Table 4. 6: Descriptive Statistics Results of Training**

<b>Statement</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std</b>
Training is a crucial aspect which increases quality service delivery	83	1	5	4.096	0.945
It has been demonstrated that staff education is important and helpful in assisting with service delivery.	83	1	5	3.939	1.097
Training needs assessment should be administered to all national government administration	83	1	5	4.072	1.068
On-the-job-training programs are more likely to enhance employee capability than without	83	1	5	4.217	0.951
Continuers education programs ensure that officers deliver quality services to the public	83	1	5	3.939	1.243

The findings reveal that a majority of participants (mean = 4.096; standard deviation = 0.945) underscored the significance of training in enhancing service quality. Similarly, the results indicate that most participants (mean = 3.939; standard deviation = 1.097) concurred that staff education positively impacts service delivery. This aligns with the argument presented by Arshida and Agil (2012), asserting that comprehensive education and training are imperative for individuals across hierarchical levels to comprehend and execute quality management systems effectively.

Moreover, a significant portion of participants emphasized the importance of evaluating training needs for all personnel within national government institutions, with an average agreement rating of 4.072 and a standard deviation of 1.068. Additionally, a majority of participants (mean = 4.217; standard deviation = 0.951) agreed that on-the-job training programs substantially enhance employee competence compared to the absence of such programs. Furthermore, many participants (mean = 3.939; standard deviation = 1.243) highlighted the role of continuous education in ensuring top-notch services, aligning with assertions by Luballo and Simon (2017) regarding the importance of staff training in service enhancement.

The study suggests that HR professionals should establish a standardized performance assessment framework, possibly utilizing a scorecard from a central governing body like a council of governors. It is also crucial for them to align departmental expansion goals with performance systems and offer appropriate training. These recommendations echo the findings of Muraga (2019), who demonstrated a clear correlation between state-owned enterprises' performance and employee training, influenced in part by a culture of public service.

#### **4.4.4 Compensation**

The research set out to explore the influence of both salary structures and service provision on the National Government Administration Offices situated in Nakuru County. It delved into different facets of compensation, encompassing insurance, salary increments, allowances, and base salaries, analyzing them in detail. Descriptive statistics of the training data are showcased in Table 4.9.

**Table 4.7: Descriptive Statistics of Compensation**

<b>Statement</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std</b>
A fair policy framework is established within the national government administration to acknowledge and reward administrative officers who excel in their designated tasks.	83	1	5	4.482	0.817
While progress is contingent upon exceptional quality and effectiveness in service delivery, the compensation is commendable.	83	1	5	4.181	0.989
High performers receive pay increases based on their performance.	83	1	5	4.048	0.949
National government administrative officers' allowances have encouraged them to raise the bar for delivering public services.	83	1	5	4.205	1.033
The government ensures that the national government administrators are insured which motivates them to work even in volatile areas	83	1	5	4.349	0.955

The bulk of respondents in the survey concurred that the national government's administration has effectively established a rational policy framework aimed at acknowledging and rewarding administrative professionals who consistently surpass their duties. With an average rating of 4.482 and a standard deviation of 0.817, this sentiment suggests a notable level of satisfaction. Similarly, the notion that securing a promotion hinges on delivering exceptional and effective services resonated with most participants, as reflected by an average rating of 4.181 and a standard deviation of 0.989, indicating a perceived adequacy in compensation.

Moreover, the findings indicated that employees showcasing outstanding performance may qualify for compensation increments, contingent upon specific criteria. This finding garnered widespread agreement among survey respondents, as evidenced by its mean score of 4.048 and standard deviation of 0.949.

Additionally, the study unveiled a direct correlation between providing allowances to government administrators and their motivation to elevate the quality of public service. This particular incentive received an average grade of 4.205, accompanied by a standard deviation of 1.033. Furthermore, a significant majority of participants expressed that the government's insurance benefit program serves as a motivating factor for national government administrators to remain in regions marked by instability. The average rating for this data is 4.349, with a standard deviation of 0.955.

These findings resonate with the outcomes of prior studies. For instance, Ndirangu (2021) demonstrated a significant and positive correlation ( $p < 0.05$ ) between job satisfaction among private hospital employees and various forms of compensation, including competency-based pay, direct compensation, non-financial compensation, and indirect compensation. Similarly, Kimanzi (2023) highlighted a robust and beneficial relationship between police allowances, additional benefits, and the effectiveness of the National Police Service (NPS) in delivering services in Narok County, Kenya.

#### **4.4.5 Service Delivery**

The research aims to evaluate the impact of service delivery at the Nakuru County National Government Administration Offices. This evaluation covered various aspects including accessibility, timeliness, and customer satisfaction. Table 4.10 presents the descriptive statistics of the training data.

**Table 4.8: Descriptive Statistics of Service Delivery**

<b>Statement</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std</b>
The improvement in public service has resulted in increased customer satisfaction	83	1	5	4.096	1.122
Quality of service delivery has improved response time	83	1	5	4.133	1.134
Because the government uses performance-based remuneration, service delivery is efficient	83	1	5	4.036	1.193
Citizens are served on time per performance criteria established by the national government administration	83	1	5	3.915	1.280
The success of service delivery is determined by the number of residents served as a result of the anticipated responsibilities of the national government administrative officer	83	1	5	4.133	1.247

The study findings revealed that a majority of respondents perceived a positive correlation between enhancing public service standards and increasing customer satisfaction (mean = 4.096; standard deviation = 1.122). Additionally, a significant proportion of participants (mean = 4.133; standard deviation = 1.134) expressed agreement that quicker response times directly enhanced service delivery effectiveness. Furthermore, there was unanimous agreement among participants regarding the positive impact of the government's implementation of performance-based compensation on service delivery efficiency, with a mean agreement score of 4.036 and a standard deviation of 1.193. Moreover, participants (mean = 3.915; standard deviation = 1.280) concurred that individuals receive efficient service in accordance with the performance criteria set by the national government administration. They also indicated agreement (mean = 4.133; standard deviation = 1.247) that the quality of service provided is influenced by the population served, aligning with the expected responsibilities of national governmental entities.

## 4.5 Inferential Findings

Inferential findings refer to the conclusions drawn from data analysis that extend beyond the immediate data set to make generalizations or predictions about a larger population.

### 4.5.1 Correlational Analysis

An examination of correlation was conducted by the research. As stated by Bell and Bryman (2015). The correlational analysis is used to look at the relationship between the variables in more detail. The established connection was clarified in further detail.

**Table 4.11: Correlational Analysis**

		<b>Correlations</b>				
		Performance management	Career development	Training	Compensation	service delivery
Performance management	Pearson Correlation	1	.061	.028	.023	.006
	Sig. (2-tailed)		.586	.804	.834	.959
	N	83	83	83	83	83
Career development	Pearson Correlation	.061	1	.042	.163	.141
	Sig. (2-tailed)	.586		.706	.141	.205
	N	83	83	83	83	83
Training	Pearson Correlation	.028	.042	1	.115	.332**
	Sig. (2-tailed)	.804	.706		.301	.002
	N	83	83	83	83	83
Compensation	Pearson Correlation	.023	.163	.115	1	.248*
	Sig. (2-tailed)	.834	.141	.301		.024
	N	83	83	83	83	83
service delivery	Pearson Correlation	.006	.141	.332**	.248*	1
	Sig. (2-tailed)	.959	.205	.002	.024	
	N	83	83	83	83	83

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

The research reveals a discernible correlation between the quality of service provided by national government administrative offices in Nakuru County, Kenya, and performance management. However, the Pearson correlation coefficient of  $r = 0.006$  indicates a very weak association. Additionally, the high significance level of 0.959 suggests that this observed relationship lacks statistical significance. These findings support the

conclusions of Kinyanjui's study (2020), which similarly found a positive correlation between performance management systems and service provision. Furthermore, there appears to be a robust relationship between career success and service quality within these offices, as indicated by a correlation coefficient of 0.141 and a statistically significant p-value of 0.205.

Additionally, a significant correlation (correlation coefficient = 0.332, significance value = 0.002) was observed between the effectiveness of training and service quality at these institutions. This finding is consistent with previous research by Gitonga, Kilika, Obere (2016), Thiriku, Were (2016), Ali, Nur (2016), and others, which also support the positive association between staff training and service quality. Similarly, a noteworthy correlation ( $r = 0.248$ ,  $p = 0.024$ ) was found between service quality in these offices and the impact of compensation, as evidenced by Morillas and Garrido's research (2014).

Moreover, assuming a mentoring role has been shown to enhance employee performance, in line with Marchington and Grugulis' assertion (2000) that offering various incentive programs fosters an understanding among employees that exceeding expectations will be rewarded. Additionally, providing equitable benefits to both managerial and non-managerial staff, such as paid leave for illness, maternity, and paternity, highlights an organization's commitment to fairness and recognition of employees as valuable assets deserving of equal treatment.

#### 4.5.2 Regression Analysis for Overall Model

The research examined the strategies employed by national government administrative offices in Nakuru County, Kenya, to deliver outstanding services in career development, training, performance monitoring, and compensation. The study assessed the combined effects of career development, wages, training, and performance management on the quality of services provided in these offices, utilizing ANOVA and multiple regression analysis for evaluation.

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.7563	0.57199	0.52761	0.4567

The R-Squared value acts as a quantitative measure for assessing how much the independent variables can explain the variability seen in the dependent variable. The examination revealed that the four independent variables (performance management, career development, training, and compensation) account for 57.2% of the variance in influencing the quality-of-service provision at national government administrative offices in Nakuru County, Kenya. This is indicated by an R-squared value of 0.572. The remaining 42.8% others factors outside this study conceptualization.

**Table 4.13: Analysis of Variance**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.209	4	1.052	5.046	.001 <sup>b</sup>
	Residual	16.265	78	.209		
<b>Total</b>		<b>20.474</b>	<b>82</b>			

a. Dependent Variable: service delivery

b. Predictors: (Constant), Compensation, Performance management, Training, Career development

A variance analysis was undertaken to assess the congruence between the model and the study data. The findings reveal that the model effectively forecasts the influence of the four independent variables—career development, training, remuneration, and performance management—on the capacity of national government administration offices to provide top-tier services. This assertion is corroborated by the p-value falling below 0.05. Moreover, the F-value of 5.046 derived from the model for Nakuru County in Kenya surpasses the critical F-value, indicating a high level of accuracy in the model's prediction of the interplay between the independent variables and the dependent variable.

**Table 4.14: Regression Coefficients**

Model		Coefficients		Beta	t	Sig.
		Unstandardized	Standardized			
		Coefficients	Coefficients			
		B	Std. Error			
1	(Constant)	7.312	.939		7.790	.000
	Performance management	.021	.127	.016	.163	.009
	Career development	.130	.118	.113	1.100	.027
	Training	.348	.096	.368	3.622	.001
	Compensation	.288	.109	.272	2.639	.010

a. Dependent Variable: service delivery

The interpretations of the findings indicated follow the following regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Therefore,

$$Y = 7.312 + 0.021X_1 + 0.130X_2 + 0.348X_3 + 0.288X_4$$

#### 4.6 Hypothesis Testing

The study findings challenge the notion that performance management has no substantial impact on the quality of service delivery in the national government administrative offices of Nakuru County, Kenya. Through rigorous analysis, it becomes evident that the implementation of performance management programs significantly elevates service quality, as indicated by a regression coefficient of 0.021. This statistical significance is reinforced by a p-value of 0.009, well below the conventional threshold of 0.05. Consequently, the null hypothesis is rejected, confirming that performance management effectively enhances customer service quality in these establishments. These results not only validate previous research by Omar (2012) and Mauya (2015) but also underscore the benefits of performance contracting in improving service delivery.

Similarly, the study challenges the assumption that career development lacks a meaningful impact on service quality within the national government administrative offices of Nakuru County, Kenya. Analysis reveals a significant and positive correlation between career advancement and service quality, with a regression coefficient of 0.130 and a p-value of 0.027. These findings are consistent with previous studies by Susan and Waititu (2016) and align with the broader perspective advocating for professional growth to foster employee commitment and excellence.

Moreover, the study findings refute the hypothesis that training has no significant effect on service delivery quality in Nakuru County, Kenya's national government administrative offices. The regression coefficient of 0.348 indicates a robust and positive correlation between training and service quality, supported by a p-value of 0.001. These results echo prior research by Kwamboka (2016) and Kiiru (2013), emphasizing the importance of training and development in enhancing organizational performance.

Lastly, the investigation unveils a notable correlation between compensation provided by federal government administrative offices in Nakuru County, Kenya and the quality of services delivered. Supported by a regression coefficient of 0.288 and a p-value of 0.010, these findings reject the null hypothesis, indicating that financial incentives significantly influence service provision. This aligns with previous research by Opio et al. (2022), highlighting the impact of incentive schemes on healthcare service delivery.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The primary aim of this chapter is to provide a brief summary of the key discoveries from the study, encompassing both descriptive and inferential aspects. Following this, the report explores the implications derived from these findings, along with relevant recommendations. Essentially, it offers a concise review of the particular subjects designated for further examination.

#### **5.2 Summary**

The primary objective of this research was to evaluate the impact of performance management, career advancement, compensation, and training on the service quality at the administrative offices of Nakuru County, under the Kenyan national government. Below is a succinct overview of the significant discoveries unearthed throughout the study.

##### **5.2.1 Effect of Performance Management On Quality Service Delivery of National Government Administration**

The study findings reveal a discernible association between the quality of service rendered by governmental administrative bodies in Nakuru County, Kenya, and their implementation of performance management systems. However, this observed correlation lacks statistical weight. Similarly, there is only marginal evidence supporting a relationship between the variables. Most respondents expressed that evaluating the accuracy and fairness of performance management procedures could uncover operational inefficiencies. Additionally, respondents emphasized that relying solely on 360-degree feedback for performance monitoring might overlook crucial components necessary for an effective performance management system. A significant proportion of participants concurred that enhancing internal communication within the organization could bolster performance management strategies. Moreover, a notable segment of survey respondents highlighted the importance of integrating performance management into broader management frameworks to enhance service delivery efficiency in the public sector. Participants strongly believe in the necessity of rewarding and acknowledging staff members to boost their motivation, which in turn improves service delivery efficiency.

### **5.2.2 Effect of Career Development on Quality Service Delivery of National Government Administration**

In Nakuru County, Kenya, a study revealed a significant correlation between career development initiatives and the service performance requirements of national government administrative agencies. Respondents provided valuable insights on various topics such as staff progress, flexible work hours, professional growth, and occasional reassignment, all of which received consistent average ratings. Participants emphasized the crucial role of staff development in enhancing service performance. Moreover, regular officer rotation was perceived to positively impact service quality. Ongoing mentorship programs were also seen to enhance service quality. Participants noted that professional development initiatives fostered psychological agreements among staff members, leading to improved service delivery. Additionally, the ministry's occupational mobility was highlighted as a facilitator in providing government services to remote regions of the county.

### **5.2.3 Effect of Training on Quality Service Delivery of National Government Administration**

The study underscores the importance of training initiatives in nurturing competence and delivering exceptional services in the public sector. Additionally, a significant correlation was found between the impact of training and the quality of services rendered by national government administrative offices in Nakuru County, Kenya. The examination of survey data yields valuable insights into the role of training in enhancing service delivery within federal government administration. A majority of respondents affirm that training significantly elevates service quality. Furthermore, there is substantial consensus among respondents regarding the indispensable role of staff education in bolstering service provision. The survey results also affirm the widespread belief in the necessity of assessing each employee's training needs within the national government's administration. Most agree that on-the-job training programs are more effective in enhancing staff competencies compared to their absence. Respondents assert that ongoing education initiatives are vital in ensuring that law enforcement consistently delivers high-quality services to the public.

#### **5.2.4 Effect of Compensation on Quality Service Delivery of National Government Administration**

A study carried out in Nakuru County, Kenya, discovered a positive correlation between the salary of national government administrative offices and the quality of services they provide. According to the survey analysis, there is agreement among respondents on the policy framework and rewards for national government administrative officials. A sizable majority confirmed the existence of an equitable policy framework at the national government level to identify and honor officers who perform well. Respondents also valued the salary offered and recognized the importance of excellent quality and efficacy in service delivery for career progression within the administration. Additionally, most respondents believed that top achievers receive higher pay based on their performance. They agreed that the allowances provided to administrative personnel effectively motivate them to enhance their performance in delivering public services. Furthermore, the majority acknowledged that access to government-provided insurance serves as a driving force, encouraging national government administrators to operate even in unstable locations. The research concludes that national government administrative officers operate in a pleasant and stimulating atmosphere due to the current policy framework, pay structure, allowances, and insurance arrangements.

#### **5.3 Conclusions**

The results suggest that most respondents think that evaluating workers' opinions about the fairness and correctness of performance management processes might highlight inefficiencies in the process. All essential components of a successful performance management system may not be fully covered by adopting 360-degree feedback for performance monitoring, however. Therefore, while implementing 360-degree feedback, firms need to address any holes in existing performance monitoring techniques. The significance of clear and transparent communication in communicating performance objectives and feedback throughout the business is highlighted by the identification of effective communication as a critical component of performance management techniques. Efficient service delivery in the public sector is associated with the integration of performance management into wider management processes, highlighting the need for a comprehensive strategy to maximize service delivery. Additionally, it is noted that staff recognition and rewards are crucial for motivation, which may enhance overall organizational performance.

After doing the research, the researchers realized that there is a good connection between promotions and the enhancement of service delivery inside the ministry. This suggests that promotions serve to both acknowledge individual accomplishments and raise the quality of services provided. Furthermore, frequent officer redeployment is linked to efficient service delivery, indicating that a dynamic staff that is purposefully shifted improves service efficacy and efficiency. Regular mentoring programs are associated with improved service delivery, suggesting that employee performance and service quality are favourably impacted by the knowledge and skills that are transferred via mentoring. Initiatives for career development also help to satisfy the psychological contract that exists between workers and the government, which may boost commitment and enhance service performance. Service delivery is facilitated by job mobility within the ministry, guaranteeing accessibility even in rural places.

Additionally, the study found that employee competence is more likely to be improved by on-the-job training programs, suggesting that experiential learning plays a major role in skill development. Programs for officers to get continuous education imply that continuing education is essential to preserving and enhancing service quality. In addition, a fair policy framework is in place to honor and commend national government administrative officials who perform exceptionally well, demonstrating that the government values and recognizes outstanding achievement. Furthermore, advancement is associated with outstanding quality and efficacy in service delivery, and praiseworthy pay is offered for such achievement. Additionally, the government guarantees national government administrators' insurance coverage, especially in unstable regions, exhibiting a dedication to their health and safety as a driving force for working under demanding conditions.

#### **5.4 Recommendations**

According to the report, the government needs to set up systems for routinely gathering and considering workers' opinions about the precision and equity of performance management practices. While adopting 360-degree feedback for performance evaluation, identify and rectify any gaps in coverage to ensure all crucial aspects of an effective performance management system are adequately addressed. Develop and execute clear communication strategies to ensure transparency in conveying performance expectations and feedback across the organization. Establish and endorse employee recognition programs to appreciate and reward exceptional contributions. Ensure that these

recognition and reward systems are transparent, equitable, and in line with organizational values to positively influence employee motivation and, consequently, overall organizational performance.

The study suggests that the government should establish and promote clear standards for employee promotion within the ministry. Create a methodical plan for reallocating officers that is in line with the organization's goals and service delivery needs. Consistently assess and modify deployment techniques to uphold a flexible and versatile workforce capable of fulfilling changing service requirements. Promote experienced personnel to assume mentorship positions and offer rewards to both mentors and mentees to encourage active engagement. Enact measures and programs that encourage the movement of employees within the ministry, specifically to geographically distant regions. Employ employee input to consistently enhance and adjust policies and programs, guaranteeing their alignment with employee requirements and company objectives.

The researcher recommended that the government establish and endorse continuous education programs that encourage officers to engage in ongoing learning and skill enhancement. Design training programs that blend practical, hands-on experiences with theoretical components to offer a comprehensive learning environment. Offer incentives or recognition for employees who actively partake in continuous education endeavours to cultivate a culture of lifelong learning within the organization. Ensure employees have convenient access to relevant learning materials to support their ongoing professional growth. Set up mechanisms to gauge the impact of on-the-job training and continuous education programs on employee competence.

The researcher suggests that the government should set up clear, measurable performance indicators that directly show how public services affect the community. These indicators should be in line with the performance standards set by the national government. Regularly review these standards to make sure they still make sense and match the changing needs of the community. Involve different stakeholders in this review process to get a wide range of opinions and ensure everyone understands what's expected from the services. Keep training public service workers so they have the skills and tools they need to meet the standards. Encourage employees to help improve how services are delivered and solve problems quickly. Create an environment in the public

service that encourages trying out new ways and technologies to make things work better and faster.

### **5.5 Suggestions for Further Research**

Some suggestions for further research are given in light of the gaps discovered in this study. First and foremost, it is necessary to do a detailed examination of how Kenyan service delivery is impacted by human resource regulations. Researchers must also examine how identical policies are carried out by other governmental entities, such as county governments, to identify the distinctions and parallels in the regulations' impacts on service delivery.

In addition, new research on sustainable Strategic Human Resource Management (SHRM) techniques that are not included in this paper should be done. This might include investigating innovative staff engagement strategies, personnel management techniques, or leadership development programs tailored to the public sector.

Furthermore, researchers might benefit from using longitudinal study designs to track the long-term effects of SHRM practices on organizational performance. This would provide useful data about the long-term sustainability and efficacy of different HR initiatives. Lastly, taking into account the regional context, a comparative study may examine the relative importance and effectiveness of strategic HRM strategies in different East African countries. The contextual factors that influence the adoption and efficacy of HRM techniques in many political and socioeconomic environments may be uncovered by this cross-national research.

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## APPENDICES

### Appendix I: Letter of Introduction

To the respondent(s)

Dear Sir/Madam,

#### **Re: Request For Your Participation**

As a postgraduate student at Kenyatta University, I am Brian Mamboleo Ongere, and I am researching the “**Human Resource Management Practices And Quality Service Delivery Of The National Government Administration Offices, Nakuru County Kenya**”. This letter is intended to ask for your permission to complete the enclosed questionnaire to participate in a brief survey. It is recommended that respondents answer the questionnaire honestly and impartially. If you need any clarification, please ask for it or look for help.

The information collected will be treated as confidential and will only be used for academic purposes of the study.

Your participation is highly appreciated.

Yours sincerely,

Brian Mamboleo Ongere

## Appendix II: Questionnaire

The goal of the questionnaire is to gather data on the outstanding service delivery and human resource management practices of the national government administrative offices situated in Nakuru County, Kenya. To ensure that you are answering each question as accurately as possible, please take your time and review your knowledge. Mark the relevant answer for each question.

### Section A: Profile of the Respondent

1. Gender

Male ( )                  Female ( )

2. Age

21-30 years ( )    31-40 years ( )    41-50 years ( )    above 51 years ( )

3. What is your highest level of education

Secondary school ( )    College ( )    Undergraduate ( )    Postgraduate ( )

### Part B: Performance Management, Career Development, Training And Compensation

4. Please indicate your level of agreement or disagreement with the following statements on how pay, career development, training, and performance management affect the quality of services offered by National Government Administration Offices. From the following alternatives, choose the appropriate response: Very Disagree, Disagree, Agree, Undecided, and Strongly Agree are the possible responses.

<b>Performance Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Process inefficiencies can be identified with the help of employee views of the accuracy and fairness of performance management procedures.					
When adopting 360-degree feedback for performance monitoring, the majority of the essential components of an effective performance management system are disregarded.					
Performance management Strategies in the institution can be enhanced by effective communication					
Performance management must be included in more comprehensive management procedures to enhance the					

effectiveness of service delivery in the public sector.					
Employee recognition and reward ensure that employees are motivated and hence effective in-service delivery					
<b>Career Development</b>					
Employee promotion in the ministry promotes service delivery					
The is regular redeployment of officers which enhances effective service delivery					
There is a regular mentorship program which enhances service delivery					
Career development makes staff feel that the government has fulfilled their role in the psychological contract which improves service delivery					
Job mobility in the ministry ensures employees deliver government services even to the interior part of the county.					
<b>Training</b>					
Training is a crucial aspect which increases quality service delivery					
It has been demonstrated that staff education is important and helpful in assisting with service delivery.					
Training needs assessment should be administered to all national government administration					
Employee capacity is more likely to increase with on-the-job training than it is without it.					
Continuers education programs ensure that officers deliver quality services to the public					
<b>Compensation</b>					
The administration of the national government has implemented a fair policy framework to acknowledge and incentivize administrative officers who perform their assigned duties with exceptional proficiency.					
While progress is contingent upon exceptional quality and effectiveness in service delivery, the compensation is commendable.					

High performers receive pay increases based on their performance.					
National government administrative officers' allowances have encouraged them to raise the bar for delivering public services.					
The government ensures that the national government administrators are insured which motivates them to work even in volatile areas					
<b>Quality Service Delivery</b>					
The improvement in public service delivery standards has resulted in increased customer satisfaction.					
Quality of service delivery has improved response time					
Because the government uses performance-based remuneration, service delivery is efficient.					
Citizens are served on time per performance criteria established by the national government administration.					
The success of service delivery is determined by the number of residents served as a result of the anticipated responsibilities of national government administrative officers.					

## Appendix III: Kenyatta University Research Approval Letter



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

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P.O. Box 43844, 00100  
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Our Ref: C153/NKU/PT/28083/2018

DATE: 20<sup>th</sup> March, 2024

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
NAIROBI

Dear Sir/Madam,

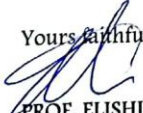
RE: RESEARCH AUTHORIZATION FOR BRIAN MAMBOLEO ONGERE - REG.NO.  
C153/NKU/PT/28083/2018

I write to introduce Mr. Brian Mamboleo Ongere who is a Postgraduate Student of this University. He is registered for M.PPA degree programme in the Department of Public Policy & Administration.

Mr. Mamboleo intends to conduct research for a MPPA Project Proposal entitled, "Human Resource Management Practices and Service Delivery of the National Government Administration Nakuru County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

  
PROF. ELISHIBA KIMANI  
EXECUTIVE DEAN, GRADUATE SCHOOL

EK/nn

# Appendix IV: NACOSTI Research Permit

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

REPUBLIC OF KENYA

Ref No: 485109

**RESEARCH LICENSE**



This is to Certify that Mr. **BRIAN MAMBOLEO ONGERE** of **Kenyatta University**, has been licensed to conduct research as per the provision of the **Science, Technology and Innovation Act, 2013 (Rev.2014)** in **Nakuru** on the topic: **STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND SERVICE DELIVERY OF THE NATIONAL GOVERNMENT ADMINISTRATION NAKURU COUNTY, KENYA** for the period ending : **03/April/2025**.

License No: **NACOSTI/P/24/34214**

Applicant Identification Number: **485109**

Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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